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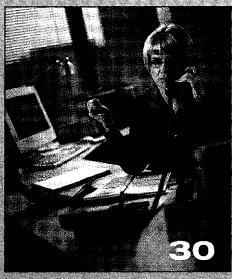


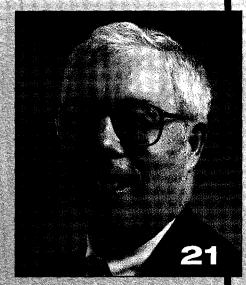


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Editor's Note

Makeover Madness

ESM changes its look

ast month, our association announced the changing of its name, from National Employee Services and Recreation Association (NESRA) to Employee Services Management (ESM) Association.

Along with this milestone in the employee services field, and the advent of the new millennium, ESM (Employee Services Management) Magazine could not resist the opportunity to get a small makeover of its own. You may notice that we replaced the design of the cover, departments and feature stories with an up-to-date, professional and easy-to-read format. We have also added new departments that focus on both common obstacles that employee services providers face and new ideas to enhance your programs.

Turn to page 10 to read "The 10 Components." Each month, this department will cover a different employee services topic from ESM Association's "The Ten Components of a Well-Rounded Employee Services Program." Learn how to manage convenience services, employee stores, voluntary benefits, dependent care programs, and much more. You'll discover how to incorporate these services into your existing program and use them to help employees balance their work and personal lives.

Then, see page 13 for "The Bottom Line." ESM Association understands that employee services managers must consider the primary concerns of their CEOs when selling new programs to management. In this department, you'll learn how to present your employee services programs as solutions to recruitment and retention issues and prove that your programs have a positive affect on your company's bottom line.

Discover *ESM Magazine's* answer to stress relief with "Boosting Morale," page 48. This department will bring a smile to your face as you read new techniques for making your career as an employee services provider more enjoyable. Learn tips for networking with peers and methods for motivating employees. Look to this department when you need to relax, take a step back from your everyday tasks and appreciate your role in your company.

As always, *ESM Magazine* is your only resource for the latest trends in the employee services industry. *ESM's* feature stories will teach you how to become an employer of choice, boost productivity, retain workers, and help your employees balance work/life issues. Use our articles to convince upper management of the value of employee services in your company. We hope you enjoy the new look!

Rence M. Mule

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After the brainstorm

One of the most common methods of problem solving is brainstorming. Brainstorming is accomplished by meeting with coworkers to generate and list several possible solutions to a problem. But once you document your group's thoughts, what is the next step? Use these guidelines to complete your brainstorming session by pinpointing a solution:

- Evaluate the listed items and choose the most promising concepts. At this point, you do not need to decide on one solution. Just nominate the ideas that are worthy of further consideration and eliminate the ones that do not fit.
- Improve on the promising ideas. Once you identify your top picks, take each one and invent ways to make it better. Make each solution as attractive as you can; develop methods to carry it out; and be practical.
- Set up a time to reexamine the list. Give your group time to reflect on the brainstorming meeting on their own time, without the pressure of having to perform in front of a group. Provide everyone with a list of the selected solutions and set up a solution meeting. At this meeting you can narrow down the list to one workable solution.

—THE WORKING COMMUNICATOR, FEBRUARY, 1999

"I skate where the puck is going, not where it has been."

-WAYNE GRETZKY, HOCKEY LEGEND

Tight job market leads to employee services

The management teams of high-tech businesses are retaining employees by doing their housekeeping and giving them company money towards vacations.

Gary Ouick, president and chief executive officer, Quick Solutions Inc., Columbus. OH, uses employee services to lure new hires and keep hightech talent. He established an employee services program that gives threeemployees housecleaning once a month and a \$1,200 voucher annual personal travel.

"I've had lots of people tell me that when they come home and see a clean house, it makes

them feel as though the company loves them. It boosts their morale and that of everyone in their family," Quick says.

Most corporations use pay raises and promotions to retain workers, but a growing number of companies, mainly in the technology industry, are offering employees convenience services.

Officials at Quick Solutions say it is too early to tell whether these new perks are boosting their retention numbers. Out of 285 employees, only 20 were eligible for convenience services this year.

While still uncommon for most corporations, Quick's efforts are already pleasing employees. "Most companies have figured out that money alone isn't the answer," savs Howard I. Klein, associate professor of management and human resources, Ohio State University. "The kind of perks that Mr. Quick is offering are likely to become more common because they encourage worker lovalty and reduce employee stress," says Klein. "So the benefits they provide in long run are worth the expense."

—THE DAILY HERALD, SEPTEMBER 29, 1999

Your boss just handed you and a coworker a large project, but your coworker is a well-known slacker. Here are some suggestions for handling a coworker who will not work:

- Ask others who have worked with the person how they handled the problem. You may uncover a solution.
- Resist the coworker's attempts to pass his or her work on to you. Politely and firmly remind the person that you have your own tasks to uphold.
- Respond to an I-don't-know-how-to-do-this excuse by offering to train your coworker. However, make it clear you will show the person how to do the work, not do it for him or her.
- Remind other coworkers that reinforcing unproductive behavior by completing this person's work hurts team productivity. Also point out that ignoring the worker by not giving that person meaningful tasks will also ruin the team atmosphere because others must do more.
- If nothing else works, enlist one or two people to help you confront the person. Be friendly but firm. Make clear how the negative behavior hurts productivity, and spell out what you expect from now on. If the employee does not comply, talk to the boss.

—COMMUNICATION BRIEFINGS, OCTOBER, 1999

- need to discover how to creatively use employee programs to recruit and retain the best employees
- have the challenge of establishing and managing the initiatives that help employees balance work and personal life
- are pressured to show the bottomline figures on the value of employee programs
- expect to express a corporate culture that values employees
- want to learn how to make your company an employer of choice
- seek an understanding of what motivates today's employees to be more productive
- manage an employee store and need fresh ideas to appeal to your captured audience of customers

Come join:

- human resource vice presidents and managers
- employee services professionals
- work/life managers
 and all who are responsible for the
 10 components of employee services

Employee Services Management Association's 59th Annual Conference & Exhibit

April 12-16, 2000 • Adam's Mark Hote • Denver, CO

Featuring a Recruiting & Retaining Track

employee services management

ASSOCIATION

Conference At A Glance

Wednesday, April 12, 2000

8:00 am - 3:00 pm Work/Life in Motion Workshop

Separate Registration Fee Required

3:15 pm - 5:00 pm Regional Council Meetings

5:00 pm - 7:00 pm Chapter Forum—

Headquarters Staff Shares Successful Chapter Tips With

Chapter Leaders

5:30 pm - 6:30 pm New Delegate/New Exhibitor

Attendee Session

8:00 pm - 9:00 pm All-Attendee Reception

Thursday, April 13, 2000

8:00 am - 9:00 am Regional Breakfasts 8:00 am - 9:00 am Spouse Breakfast

9:15 am - 10:45 am Opening General Session

11:00 am - 12:30 pm Certification Lunch

(CESRAs, RVESRAs Only)

11:30 am - 1:30 pm Exhibitor Marketing Session

"Winning Strategies For

Successful Exhibiting"

(Exhibitors Only)

1:00 pm - 2:30 pm Strategy Exchange #1

2:45 pm - 3:45 pm Concurrent Sessions #1

4:00 pm - 6:00 pm Exhibit Hall Grand Opening

Friday, April 14, 2000

8:00 am - 9:00 am Spouse Breakfast 9:00 am - 3:00 pm Spouse Tour

8:30 am - 9:30 am Concurrent Sessions #2

9:45 am - 11:15 am Strategy Exchange #2

11:30 am - 1:15 pm Member Appreciation Lunch

1:45 pm - 4:15 pm Exhibit Hall (Dessert Served)

4:30 pm - 5:30 pm Concurrent Sessions #3

Evening Open

Saturday, April 15, 2000

9:00 am - 10:00 am General Session

10:15 am - 11:15 am Concurrent Sessions #4

11:30 am - 1:30 pm Exhibit Hall Open

(Lunch Served)

2:00 pm - 4:00 pm Board Meeting

6:30 pm - 10:00 pm Social Program

Sunday, April 16, 2000

8:30 am - 10:00 am Registration practitioners and learn what to expect from 9:00 am - 10:00 am General Session

10:00 am -12:00 pm Closing Brunc

the conference. This session will provide
useful tips on how to get the most out of
networking, educational sessions and Exhibit

Hall opportunities.

Over 40 ESM Association Chapters are Located Throughout the U.S.

Chapter Leaders Receive Special Training at this Annual Event

April 12, 2000

5:00 pm -7:00 pm

Chapter Forum—
Headquarters Staff Shares
The Secrets of Successful Chapters

In this interactive session, ESM Association Staff will inform you of time-saving technique that can create smooth chapter administratio resulting in a more powerful presence for your chapter in your community and in the business world.

New Attendees Are Warmly Welcomed to This Annual Event and Given The Knowledge to Succeed

April 12, 2000 5:30 pm - 6:30 pm

New Delegate/New Exhibitor Attendee Session

Michael P. Scott, Empowerment Unlimited, In

New attendees can meet employee services

Powerful General Session Speakers

Contented Cows Give
Better Milk
Richard Hadden, Contented
Cow Partners, L.L.C.

Based on the book, co-written by Richard Hadden and Bill Catlette, Contented Cows Give Better Milk: The Plain Truth About Employee Relations and Your Bottom Line, this presentation is a compelling look at the practices of companies who have been successful by treating their employees well. Learn the three common characteristics of Contented Cow Companies and how you can replicate their practices to have a workforce that's committed, cared about and enabled to do their best work.

How to Become An Employer of Choice Joyce Gioia, The Herman Group

Do you find it easy to attract and optimize the good people you need to get the job done? Do you enjoy low turnover? High morale? If so, congratulations! You're probably an employer of choice! If not, you'll want to attend this fast-paced session where our speaker, Joyce Gioia (pronounced joyyah), will share the results of her findings, published in a book expected out in spring 2000. Employers of choice share a culture of caring about their people, reflected in the wide variety of employee services offerings. They often have enlightened leaders and are socially responsible. If you'd like to know more about how to make your company an employer of choice, you won't want to miss this special presentation.

Keep Your Job, Your Family and Your Sanity! Laura Stack, MBA, Celebration Presentations

Successful people don't trade personal satisfaction for professional achievement. They know high performance depends on both. To avoid the peaks and valleys of productivity created by balancing the urgent demands of work and personal life, professionals must be able to balance both arenas without sacrificing either. This program teaches behavioral strategies and lifestyle tactics to help you work at a realistic level.

We've added more of our very best Strategy Exchange Sessions just for you!

Bonus Strategy Exchange Session

This dynamic networking opportunity lets you hear the latest trends in the following components of an employee services program. Take home how-to examples, samples and proven techniques. There are a total of 20 topics offered. You choose up to 8 small group discussions.

employee services management



Employee Stores
Community Services
Convenience Services
Dependent Care
Recreation Programs
Recognition Programs
Special Events
Travel Services
Voluntary Benefits
Wellness

Strategy Exchange Session #1

You choose 4 small group discussions among these topics:

Employee Stores: Point-of-Sale Systems

Employee Stores: Issues Affecting the Not-For-Profit and

Profit Stores

Community Services: Selecting a Community Service

that Supports Your Corporate Culture

Convenience Services: Proven Techniques for a Ticket

Sale Program

Convenience Services: E-Commerce as a Convenient

Service Tool

Dependent Care: Father-Friendly Programs

Dependent Care: The Community as an

Eldercare Resource

Recreation Programs: Challenges of Managing a Facility

Recreation Programs: Managing Sports Leagues **Recreation Programs:** The Next Generation of

Leisure Activities

Strategy Exchange Session #2— BONUS ROUND

You choose 4 small group discussions among these topics:

Recognition Programs: Merit-Based Programs

Special Events: Making the Company Picnic Better

Special Events: 101 Hot Theme Ideas

Travel Services: Planning Adventure Trips

Travel Services: Understanding Your Employees'

Travel Needs

Voluntary Benefits: Voluntary Benefits—A No-Cost

Employee Services Program

Voluntary Benefits: Addressing Work/Life Issue's

Through Voluntary Benefits

Wellness: Wellness Incentive Programs

Wellness: An Ergonomic Workplace

Programs: Revenue Generating Programs

ESM Association's 59th Annual Conference and Exhibit Adam's Mark Hotel, Denver, Colorado April 12 - 16, 2000

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The 10 Components

Employee Stores

Community Services
Convenience Services
Dependent Care
Recreation Programs
Recognition Programs
Special Events
Travel Services
Voluntary Benefits
Wellness

By Dr. Thomas F. Penderghast

Breaking even

The risk and reward of a break-even employee store

Red ink... Black ink. When managing a break-even employee store, these are the terms associated with the store's financial status. When expenses exceed income, the store is operating at a loss, characterized by the use of red ink. When income exceeds expenses, the store is operating at a profit, characterized by the use of black ink. Luckily, a break-even employee store can rely on its parent company to provide financial support when the store is operating at a loss. On the other hand, it is the parent company that reaps the benefits when a store is operating at a profit.

he point, or level of sales, when the store moves from the status of red ink to that of black is called the break-even point. This point is determined by three interacting factors: fixed cost, variable cost and income. The relationship that exists among these factors can be graphically demonstrated with a breakeven chart, like the one on page 11. The number of units sold are shown on the X-axis and dollars are measured on the Y-axis. Consider creating your own break-even chart to calculate your employee store's current sales status.

Who's Line Is It Anyway?

A straight line above and parallel to the X-axis represents fixed cost. Fixed cost includes all the costs that are independent of the number of units sold within a given range. Whether the store sells zero, 10, or 25 items the fixed cost remains the same.

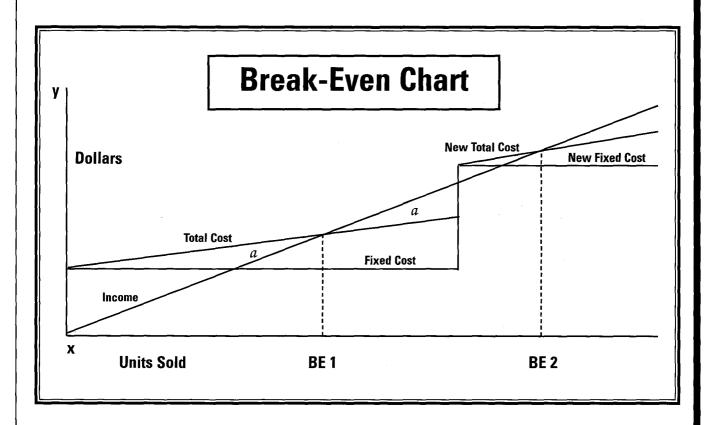
The straight line that starts at the beginning of the fixed cost line and increases as it moves to the right is the total cost line. Total cost is measured by the vertical distance from the X-axis to the line for a given number of units sold. Total cost is made up of two costs—

fixed cost and variable cost. Fixed cost includes such items as rent, insurance and business licenses. Variable cost is a function of the number of units sold and is made up of such items as wholesale purchase cost, sales commissions and any individual special handling expenses that are incurred such as shipping.

The straight line that starts at the intersection of the X and the Y-axes and increases at an angle greater than that of the total cost line is the income line. The amount of income is measured by the vertical distance from the X-axis to the income line for a given number of units sold.

The point where the total cost and the income lines cross is called the break-even point. This is where income equals total cost. There is neither any profit nor loss





incurred when that number of units is sold. There are two breakeven points shown on the accompanying chart. They are identified as BE 1 and BE 2.

Which Side Are You On?

Until the store reaches the break-even point, its financial condition is said to be in the red. The amount of loss for any number of units that fall to the left of the break-even point is measured by the vertical distance between the income line and the total cost line. Similarly, the amount of profit for any number of units that fall to the right of the break-even point is measured in the same way. Sales that exceed the break-even point put the store in the black.

It was stated earlier that fixed cost is valid within a given range. As sales increase, there is a need to acquire additional resources, which results in an increase in fixed cost. This increase in fixed

cost results in a change on both the fixed cost line and the total cost line. Often, the amount of change produces a new total cost line that exceeds the income line. This places the store in the red again. The store must increase sales to cross the new break-even point (BE 2). The risk of an infusion of additional fixed cost into the store means that sales must increase and exceed a new break-even point (BE 2) or else the store could find itself in financial trouble.

Sometimes, store managers get into a predicament when, having crossed the initial break-even point (BE 1), they feel bullish and decide to make a significant investment in the store. Then, for whatever reason, they cannot generate enough new sales to cross the second break-even point (BE 2). This could lead to financial failure, even though, earlier, the store had crossed over from red ink to black ink.

What's the Angle?

We learn in introductory geometry that the angle formed by the intersection of two straight lines is the same on both sides of the intersection of the lines. The angle shown on the left side of the intersection, identified by "a" on the diagram, represents risk, while the angle to the right represents profit potential. Since the two angles are equal, a risky start-up may be necessary to eventually have a high profit operation.

Here we have the two sides of a coin. The size of the angle measures both the profit potential and the risk incurred in starting up or adding new fixed costs to an operation. It is imperceptive to look only at the profit potential after the break-even point has been crossed and then want to have an ownership position. The manager of a break-even store cannot foist the financial risk associated with red ink onto its parent company and

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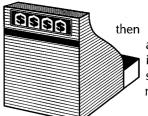
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then expect to assume an ownership position when the store begins running in the black.

Rewards Follow Risks

When a store is operating in the red, it is nice to know that the parent company is there to provide resources and to take the financial hit if the store falters or fails. The store manager does not have to write personal checks to cover the loss. On the other hand, when the store is operating in the black, there is a temptation to want to be more than just a manager. In this situation, it would be enjoyable to participate in a distribution of profits.

Rewards are normally associated with risk. Participation in one includes the acceptance of the other. To fully benefit from the financial rewards of operating in the black, a store must first earn enough income to get out of the red. Just as is demonstrated geometrically in the equality of the two angles, financial reward carries with it an equal amount of financial risk.



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Exhibits, including last year's conference in Las Vegas, NV. You may contact Penderghast at tpenderg@pepperdine.edu. By Dennis Kessler

Speaking the language

Calculating your program's return on investment

When justifying employee services programs to upper management, employee services providers must speak management's language. Management is concerned with the primary function of business, which is to increase the value of the company for stockholders. With this in mind, you must communicate the importance of your programs in terms of how they will increase company value. Return on investment (ROI) is one of the primary measurements management uses to determine their company's success.

s former co-president of Fel-Pro, Inc., Skokie, IL, I will use my company's past figures throughout this article to illustrate the formula for calculating the return on investment (ROI) of an employee services program.

Justifying your programs

Simply explaining to management that employees need employee services programs will not justify your programs. Too often, employee services managers attempt to justify their programs by appealing to management's interest in being the good guy who helps employees. Upper management will likely deem this rationale as weak compared to other company initiatives presented in a format that shows an increased ROI. Instead, your main focus should be to prove that imple-

menting employee services programs will contribute to improved ROI. The steps in determining ROI require the identification of those business categories that are enhanced by employee services programs; the investment required; the savings generated; and the total net value added.

Value-added categories

Begin by developing a complete list of the business categories positively influenced by your employee services program. Remember that managers are looking for employee services that will result in value-added benefits to the stockholders. Examples of value-added benefits include reduced turnover, improved morale, reduced recruiting costs, improved quality, reduced absenteeism and tardiness, all relating to the bottom line.

Although the bottom line is management's first priority, you need not ignore the satisfaction most managers gain from knowing that they are helping employees balance their work and personal lives.

Program costs

When evaluating your employee services programs, determine all relevant costs. They may be onetime start-up expenses such as material purchases, benchmarking research and travel costs, or ongoing investments necessary to maintain the program such as consultant fees, rent and staff salaries. Consider consulting a financial expert to help you compute all relevant costs, savings, and the ROI in a manner acceptable to your company. (Exhibit A is an example of how Fel-Pro, Inc. calculated the cost of its wellness center.)

Exhibit A

Cost Example for Fel-Pro, Inc.'s Wellness Center

Start-up Costs:

Equip	oment:
-------	--------

Universal Fitness Station	\$ 5,000
Stairmaster (3)	\$ 6,000
Incline Board	\$ 250
Treadmill (2)	\$ 6,000
Recumbent Bike	\$ 2,000
Weights	\$ 1,000
Misc. (10%)	\$ 2,000

Total Equipment Costs	\$	22,250
-----------------------	----	--------

Bathrooms and lockers	\$ 80,000
Fitness room construction	\$ 40,000

Total Start-up Cost \$142,250

Annual Maintenance Costs:

C+	off.
υı	ап:

u.,	
Manager (1)	\$ 50,000
Assistants (2)	\$ 60,000
Fringes @ 50%	\$ 55,000

Total Staff \$165,000

Marketing (internal)	\$ 20,000
Rent @ \$5/sq. ft. x 1,000 sq. ft.	\$ 5,000
Equipment depreciation at 5 yrs.	\$ 4,450

Total Annual Co	sts \$194,450
	<u> </u>

Exhibit B

Savings Example

Studies show that medical costs at Fel-Pro, Inc. were reduced by \$1,200 per person for those using the wellness center. Thus:

\$1,200 x 370 employees = \$444,000 in medical savings per year

ROI =

Savings x five years
Startup + (Maintenance x five)

Exhibit C

Measuring Total Program Value

Using Fel-Pro Inc.'s turnover numbers:

National turnover average = 15% Less Fel-Pro's turnover = 10% Turnover reduction = 5%

Number of employees = 3,000

Turnover reduction = 3,000 x 5% =

150 employees

Turnover reduction x avg. annual salary = total turnover savings

 $150 \times \$50,000 = \$7,500,000$

Most companies estimate the cost of losing an employee is 1.5 times the employee's annual wage.

Total turnover savings x cost of turnover compared to annual salary = annual turnover savings

 $7,500,000 \times 1.5 = 11,250,000$

Program cost for all employee services programs = 2.4% of wages.

Assume 3,000 employees and average wages of \$50,000.

\$50,000 avg. annual salary x 3,000 employees = \$150,000,000 total wages

 $150,000,000 \times .024 = 3,600,000$ annual cost of employee services programs

annual turnover savings = RO annual cost of employee services programs

\$11,250,000 \$3,600,000 = 312% ROI

Thus, by having a comprehensive employee services program, Fel-Pro, Inc. had a ROI of 312% or more than three times their money back each year.

Exhibit D

Return on investment Example of Fel-Pro, inc.'s **Wellness Center**

Previous figures demonstrate:

Startup Cost

= \$142.250

Annual Maintenance Cost = \$194,450

Annual Medical Savings

Calculating the ROI over a five-year period (the expected life of the equipment):

> Savings x five years Startup + (Maintenance x five)

 $$444,000 \times 5$ =199% ROI $$142,250 + ($194,450 \times 5)$

A typical level of expected ROI in a company is 20-30 percent. In this example there is plenty of room to revise the figures downward and still present an acceptable ROI.

Program savings

Estimating program savings is often challenging because many of the benefits of employee services programs are intangible. Search for benchmarking studies that showcase statistics from established programs and include them in your presentation. There is a definitive link between a company's commitment to employee services and the employees' commitment to their work and the company. Include research proving that increases in employee commitment produce measurable improvements in customer loyalty, customer satisfaction, revenues, profits, and shareholder (Exhibit B shows how Fel-Pro, Inc. calculated a reduction in medical costs for employees who used the wellness center.)

Measuring value

The total maximum value of employee services must be estimated on the basis of your entire program. First, determine those programs that meet the greatest needs of your employees and the company. (In Exhibit C, Fel-Pro, Inc. calculates a 312 percent ROI for its complete employee services program.) Then, you can leverage the value of a specific program that addresses the most pressing needs of your employees. (Exhibit D uses Fel-Pro, Inc.'s previous calculations to determine the ROI of its wellness center.)

Adding it up

Once you have compiled your research and documented your calculations, it is time for you to present your figures to management. Your responsibility is to present the data from your company in a way that will convince management that they will receive the ROI that you predict, thereby justifying the need for your programs. Good luck!



Excerpted from the Work/Life Action and Resource Guide, a workbook used in conjunction with ESM Association's one-day Work/Life In Motion event. The next scheduled Work/Life in Motion event is April 12, 2000 in Denver, CO.

Dennis Kessler is president of Kessler Management Consulting, LLC, Northbrook, IL, and a Work/Life in Motion event presenter. He can be reached at (847) 509-2745.

To learn more about the Work/Life in Motion event, contact Cindy Helson, ESM Association's director of communications, at (630) 368-1280 or e-mail her at chelson@esmassn.org.

Career Plateaued



Managers find solutions for satisfying and retaining the burnt-out employee

By Dr. Jon C. McChesney, Ed.D., Dr. Katie M. Walsh, Ed.D., ATC, and Dr. Clinton Longacre, Ed.D.

ot sure why you're having trouble retaining workers? If the following monologue sounds like the last exit interview you conducted, some of your employees could be career plateaued.

"I was always highly motivated—someone that enjoyed and needed challenge in my work life. My job used to be rewarding; I loved going to the office. I have plenty to keep me busy, but it seems as if something has changed. I just don't have that same zest or enthusiasm that I used to have. I'm tired, I feel like I'm just going through the motions. Sure, my job is still demanding, but nothing is new. The challenge is gone."

—A career plateaued employee



Why plateauing is a problem

The career plateau is defined as the point in an employee's career where the likelihood of a hierarchial promotion is unlikely. The career plateau is inevitable for virtually all employees at some point in their career, but it has become problematic because employees are now reaching this point earlier in their careers than ever before.

Since promotion continues to be a criterion for career success, when an employee reaches the career plateau earlier than expected, several problems develop. Some of the negative consequences of career plateauing include job dissatisfaction, absenteeism, turnover, impaired health, reduced job commitment, life dissatisfaction, and poor relationships with supervisors.

Career plateau factors

One situation that increases the likelihood of a career plateau is a reduction in job promotion opportunities. Due to the sheer number of baby-boomers in the workforce, there are many people vying for job promotions. At the same time, fewer promotional opportunities arise in most organizations due to hierarchial restructuring and downsizing.

Another career plateau factor is that the American culture promotes a "more mentality." In other words, many people define success in terms of getting more: more money, more responsibility, more power, more prestige, etc. The roots of this mentality developed just after World War II when American businesses dominated world markets causing unprecedented economic growth. At the same time, the labor market consisted of people born during the depression, when the birthrate was the lowest in our history. As a result, the demand for employees far exceeded supply, leading to frequent promotions, and the rewards associated with them.

Employees' values are also affecting their perceptions of when they have career plateaued. The current workforce has a higher level of education and, therefore, tends to value intrinsic motivators associated with career advancement such as challenge, growth, and self-actualization.

Types of career plateaus

The first type of career plateau is structural. It is the end of hierarchial promotions. This type of plateau is inevitable because there are naturally less promotional opportunities as an individual moves upward in an organization. This type of plateau is gradually occurring earlier in an employee's career due to today's constant organizational structure changes. Hierarchial promotion has been virtually eliminated in many organizations. According to Judith Bardwick, author of *The Plateauing Trap*, "Not only are there more people than ever before competing for the same positions, but there are also fewer openings on top as older workers hang on to their jobs."

The second type of career plateau is content. It occurs when an employee knows their job so well that it is no longer a challenge. Consequently, content employees often become bored with their levels of responsibility, and often feel stuck in the same routine. The requirement of a college degree has influenced the content plateau to expect advancement within the organization.



Career Riateaued

This group seeks intrinsic rewards such as challenge, growth and variety, therefore, demanding more of the organization at a time when there may be less to give.

The most serious type of plateau is life. Life plateauing is characterized merely as existing, where the employee's entire life becomes a routine of meeting responsibilities. This group experiences little satisfaction or fulfillment in any area of

life. Those most susceptible to this type of plateau are workaholics, or Type A personalities, whose identity is affirmed through work. A simplistic model for this group's belief pattern is (1) self-esteem depends on success; (2) work is the only place where success is possible; and (3) success is achieved through job promotion.

Intervene before they leave

Given the negative outcomes associated with the career plateau, it becomes imperative for managers to identify those employees that perceive they have reached a career plateau. Career plateau can be identified either by subjective or objective measures. Subjective measures include an individual's perception of the likelihood of promotion. In past research, the following two questions have been used to determine perceived career plateauing: "How would you describe the likelihood of promotion in your current position?" and "Do you want to be promoted?" Then, managers use objective measures to calculate the time lapsed since the last promotion in comparison to organizational or industry norms. If the time since the last promotion exceeds these norms, then the employee is deemed to be plateaued.

After plateau identification, managers can investigate and implement suitable interventions. Managers may offer the plateaued employee the option of chang-



ing work roles. This intervention requires the culture of the organization to recognize employees as assets who have the capacity to make valuable contributions when

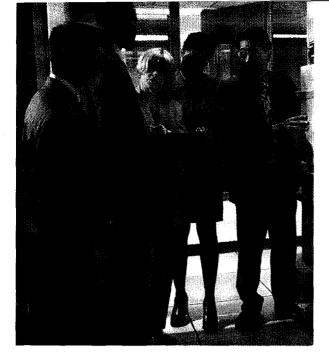
If workers continue to define success as hierarchial advancement, then the career plateau will continue to be an obstacle to retaining workers.

provided with organizational support and resources. A supportive environment encourages creativity, initiative and employee empowerment. Michelle Darling, human resources executive vice president, Canadian Imperial Bank of Commerce (CIBC), Toronto, Ontario, Canada, says, "I believe this management philosophy is the essence of empowerment—the transfer of decision making and ownership from managers to those individuals who have the knowledge and ability to most appropriately make decisions. It implies trust in other people's abilities, and indeed, in one's own abilities. It goes beyond the act of delegating tasks within the hierarchy, to a new philosophy of partnership within work groups and between managers and employees."

Training and development

A manager's efforts towards employee empowerment or a participative management system should stress the value of training programs. In a Human Resource Management article entitled "How Human Resource Practices Can Help Plateaued Managers Succeed," Author Deborah Ettington indicated that the training needs of plateaued employees are likely to include technical skills such as computer applications, problem solving, effective group processes, self-assessment, and goal setting. Training and development programs can enhance an employee's self-confidence, because they suggest that the person is a valued member of the organization. Further, learning new processes and skills poses challenges and opportunities for accomplishment—both linked to employee motivation. In a recent letter published in USA Today, Author Dottie Enrico suggests that businesses become more involved in skill-development and career-preparation education to adequately prepare managers. The article describes how management seminars and retreats simply pay lip service to this issue; what is needed in today's competitive and changing work environment is comprehensive training and development initiatives.

Managers should also explore redefining success and reward systems. If workers continue to define success as hierarchial advancement, then the career plateau will continue to be an obstacle to retaining



workers. However, alternative rewards do exist. For example, managers at Samsung Corporation, Seoul, Korea, send select employees abroad for one year to visit countries where Samsung products are being sold. This type of program exemplifies an investment in human resources by suggesting that these employees are assets and can make valuable contributions to the company. Although many organizations cannot afford such a program, they can offer their employees lessextravagant rewards. Managers should consider empowering experienced employees to head project teams, lead seminars, travel to conferences, mentor systems, participate in training and development, delegate responsibility, and take advantage of resources for innovation. These are the types of intrinsic motivators that an educated workforce seeks.

Performance feedback

Workers should not have to make assumptions about their job performance. Successful managers give employees candid feedback. Feedback assists growth and development while fostering realistic expectations about the organization and the employee's career. Performance feedback can improve an employee's productivity and help retain the worker longer. A quality performance evaluation can even improve an employee's approach to work.

Managers should ask the plateaued employee to participate in establishing performance-related goals. Goal setting can positively influence work behaviors and performance, provided the employee is involved in the process and the goals are attainable. This exercise allows the employee to feel project ownership. Research suggests that goals should be clear and specific to have the greatest positive affect on performance. They should be difficult but achievable. Goal setting presents opportunities for responsibility, creativity, independent thinking, and ability utilization. When

goals are met, employees should be rewarded with recognition and opportunities for growth that are consistent with their levels of performance.

A holistic approach

Finally, managers should discourage a workaholic lifestyle, given the linkage of this personality type with the life plateau. Organizational emphasis should be on outcomes-what is produced. Unfortunately, many organizations' corporate cultures equate job commitment with staying later than the boss or tracking the time an employee arrives and leaves their job. These management attitudes can have a detrimental effect on employee behavior. Adopting a holistic concern for the employee's life can aid in limiting these management attitudes and the behaviors of the workaholic. Mike Cook, chairperson, Deloitte and Touche, Wilson, CT, found that even though his organization had flextime and job sharing programs, management's attitude did not change regarding time spent in the office. The result was employee turnover. The organization needed to change its corporate culture so that neither managers nor employees felt as if their careers would be stalled by taking advantage of these employee services. Cook adds, "Every employee needs to believe that he or she can have a life outside the office without feeling like it looks unprofessional."

A holistic approach to management treats the employee as a whole, acknowledging that family relations and leisure are not segregated from work performance. Randall Buerkle, organizational development expert, Flagship Consulting, says, "The more progressive organizations have empathy for the family." Employee services such as family-friendly programs, leisure counseling and employee assistance programs

are a primary mechanism for assisting with issues aside from work such as alcohol/drug abuse, emotional stress, marital/family problems, legal counseling, health education, retirement counseling, and financial counseling.

The career plateau is an issue that managers must identify and remedy, given businesses' current recruitment and retention challenges. Bardwick explains, "Expectations



Career Plateaued

of success will not be long or for many, as long as success is defined largely by promotion. The combination of a very large, educated, qualified, and ambitious population, and a long period of cautious organizational expansion, has an inexorable result: promotion will be a scarce reward, even for outstanding performance."

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View from the the Top



Interview with ESM Association's 2000 President Roger Lancaster, CESM

Roger Lancaster, CESM, executive director of USDA's Employee Services and Recreation Association (ESRA), Washington, DC, sat down with ESM Association to discuss his goals for 2000, the future of ESM Association's chapters and the road to success in employee services.

What are your ESM Association presidential goals?

My first goal is to carry on the fine work of my predecessors, particularly Brenda Robbins, CESM, and Phil Hall, CESM, who took us to the point of changing the name of the association. My second goal is to help our members and Corporate America understand the significance of the name change. My third goal is to enhance and grow the ESM Select program. I firmly believe that this program will enhance the employee services profession in years to come. My fourth goal is to move the association toward technological advances by increasing our presence on the Internet, using more technology at our

headquarters, and promoting to our members a greater awareness of the role technology has in employee services. Finally, I would like to help the association put forth a financial plan that will make us more financially stable.

What is your opinion of the association's name change from NESRA to ESM Association?

The change in name represents a natural evolution of the association and is indicative of the changing nature of our profession. At one time, much of our members' work was in the recreation area, and our old name reflected this. However, over the past few years we have seen our role in the workplace change considerably. While recreation remains a component of employee services, most of us now find our work to include numerous other programs and services, which are outlined in ESM Association's 10 Components of a Well-Rounded Employee Services Program. Recreation is just one of these services.

More importantly, the name change will allow those of us in the employee services field to better sell our programs to management. ESM Association will be more readily-recognized in the broad human resources arena.

What perception do you think corporations have concerning employee services? Does this image need to change? If so, in what way?

I think there is growing recognition of the value of employee services within Corporate America. This is especially true in many of the cutting-edge and technology-related companies. Over the past year, numerous articles have spelled out the ways in which such companies use lifestyle benefits—the term the



Lancaster assists Employee Services and Recreation Association (ESRA) Ag Connection store Sales Associate Tina Hutchinson in assembling a store fixture.

media currently uses to describe employee services to both recruit and retain employees. A review of literature in the broad human resources sector also indicates a much greater awareness of work/life issues, employee morale, productivity, etc. All of these issues are of primary concern to employee services providers.

I also found it interesting that during the downsizing trend of a few years ago, those companies that utilized their employee services department to assist survivors in coping with the effects of downsizing had a much greater success rate than those who, in many instances, cut employee services as part of overall staff reduction.

I am not so sure, however, that many corporations understand the value of having full-time employee services professionals on staff. Some still rely on volunteers. Too many decision makers see employee services as simply being the providers of discount services, or the organizers of the company picnic. While I do not want to understate the importance of these services, the employee services provider can, and does, play a vital role in several other crucial workplace issues. I believe that ESM Association must take a pivotal role in educating Corporate America on the value of employee services. The Work/Life In Motion Event that ESM Association sponsors is a successful move in this direction. In addition, employee services providers must take an active role in preaching the message that employee services providers play a vital role in recruiting and retaining employees, changing the corporate culture, improving employee productivity, and providing solutions to work/life issues.

Give an overview of your employee services program.

The U.S. Department of Agriculture/Employee Services and Recreation Association (USDA/ESRA) is a 501.c.4 nonprofit association that has served the USDA since 1906. ESRA serves about 15,000 employees in the DC metropolitan area and an additional 100,000 employees nationwide. Our association is governed by a board of directors composed of USDA employees. All 25 ESRA staff members are employed by ESRA. ESRA is totally self-sufficient with no direct funding from the government. Our annual budget is almost \$2 million. ESRA's mission is to provide programs and services to USDA employees that improve morale and, in turn, improve employee productivity. Our association received the ESM Association Eastwood Award in 1993.

Most of our services are centered in the Washington, DC area. At headquarters, we operate a mall containing an employee store, fitness center, deli, barber shop/hair salon, and dry cleaner. We operate four other fitness centers throughout the metropolitan area. Numerous other recreational and educational opportunities are provided as well. We offer discount programs, insurance products and a variety of special events. Our annual Travel Expo attracts almost 4,000 employees. Over the past few years, we have expanded the services available to employees outside of Washington, DC. We produce a catalog and promote our insurance products throughout the country. Many employees access our services through our website (http://www.usdaesra.org). This spring we will open new employee services facilities in Kansas City, MO our first physical presence outside DC.



Lancaster orders a cup of joe from Suheil Mahlkoff and Eddie Cagha, managers of the ESRA Deli, which houses USDA's new Starbucks coffee bar.



Lancaster and Tim Brown, assistant manager of the ESRA Ag Connection Store, tool around on the Web—one of Lancaster's favorite pastimes.

Who introduced you to ESM Association?
I was fortunate that my work with the National Recreation and Park Association (NRPA), Washington, DC, where I served as a senior executive for 10 years, put me in a position to know of the fine work being done by ESM Association. Much of the work of the two organizations is complementary. Therefore, it was only natural, when I came into the employee services field, that I became active in ESM Association and took part in its meetings and conferences. My first conference was in Dallas in 1989.

Tell us about your involvement at the chapter and regional levels.

I have been involved in our local chapters for the past 11 years, first with the former League of Federal Recreation Association and subsequently ESM Association of the National Capital Region, both in Washington, DC. As I took advantage of the chapters' opportunities, I developed the strong belief that the role of the chapter should be in the area of professional development. I feel that the chapter represents the best opportunity to provide my staff and myself with the education and resources we need to do our jobs better. I was later elected to the Board of ESM Association of the National Capital Region, and subsequently elected chapter president. My tenure as president put me in contact with ESM Association's Northeast Regional Council, where I served terms as the regional and national director.

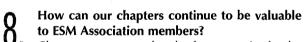
What do you feel makes up a successful chapter?
It has been my experience that successful chapters demonstrate a commitment to the following goals:

• Active involvement by all members of the chapter, not just the regular few.

View From The Top

- Programs to identify future leaders. While some chapters have structured leadership development opportunities, others have had the same leadership core for years. Although I appreciate the dedication and commitment of a core leadership group, it does not necesarily advance the growth of the organization.
- The professional development of members. ESM Association holds the important distinc-

tion of being the only game in town relating specifically to employee services. A chapter of ESM Association cannot succeed by only distributing discount tickets and identifying vendors who can provide discounts. Many members, and more importantly, potential members, require professional development opportunities provided by the chapter. We must educate our members on employee services as a whole.



Chapters represent a local reference point for the national association. It is important that the chapters mirror the goals and objectives set forth by the national group. Because some local members are unable to participate in all of the services offered by national, such as the Annual Conference and Exhibit, it behooves the chapters to provide similar opportunities at the local level.

One of the many projects I am proud of is Professional Day, instituted by ESM Association of the National Capital Region. At this day-long event, experts from various fields present a series of seminars dealing with the issues and concerns of chapter members. Over 100 members attend each year, and many find it the most valuable part of their chapter membership.

What does an experienced member gain from conferences? What can a novice expect to learn?
Each time I attend an ESM Association Conference and Exhibit I return with a new idea, product or service that will benefit my employees. Our conferences always provide learning experiences for me. The face-to-face contacts I make at these meetings allow me to feel more comfortable calling upon our members for ideas and advice. The people I meet become my consultants; and the investment I make to attend pays dividends far beyond what I could ever afford if I had to go out and pay for such advice.



Lancaster discusses employee fitness with ESRA Fitness Center Program Specialists Yummy Tyler and Babba Eleby-El.

For many of us, our chapter, regional, and national conferences may be the only places we can obtain the professional development opportunities we need to do our iobs better. The professionals you will meet at such gatherings are concerned with many of the same issues that you are facing; and some of them may have already overcome similar obsta-

cles. Attendance is an investment in your career that ultimately trains you on how to serve your employees.

How can employee services providers solidify their positions within their companies?

Employee service providers can solidify their positions by, again, preaching the message. I am always amazed at the number of senior executives I meet who do not even know they have an employee services department within their company. Communication with company decision makers is of critical importance. In the end, upper management should recognize the relevance of employee services in the company, and that it has a positive affect on the bottom line. Upper management views its own role as helping the company make money. We can really get their attention if we show upper management that we are helping to meet this goal by positively affecting the company's bottom line.

In what direction do you see your program heading in the next five years?

The implementation of new facilities and services in Kansas City is a precursor of things to come. I think we will expand throughout the country. We are hearing a great deal of interest in other USDA locations. In addition, I see us using the Internet to a larger extent to promote services and bring these services directly to employees. We have made a large commitment to our website, and we are seeing over 8,000 hits per day. Our employees love it, and over the past year it has received two awards—ESM Association's Award of Excellence for Most Innovative Program and the Golden Web Award from the International Association of Webmasters and Designers.

You are a native Canadian. Trace the history of vour immigration to the U.S.

Prior to coming to the U.S., I taught courses in recreation and park administration at Mt. Royal College in Calgary, Alberta, Canada. In 1974, I attended the NRPA conference in Washington, DC and one of my professors from Indiana University (where I did my graduate work) offered me an executive secretary position for the Society of Park and Recreation Educators branch of NRPA. I began working with them shortly thereafter, and I have been in the U.S. ever since. I do get back to Canada quite often as my mother and sisters still live there.

What are your special interests? I am a voracious reader, especially of anything dealing with current events. I love all kinds of music, sports (especially golf), traveling, and restoring antique furniture. The Internet is a more recent interest of mine. I spend a lot of personal time on website development.

What goals do you have for yourself? I have always wanted to be in a position where I could make a difference. That has always been a goal, whether it be at work, at play or with my family. I want to make the best contribution possible in the relatively short period of time I have here on earth.

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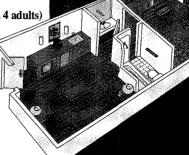
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Meet the Staff

You've got questions, we've got answers

hen is ESM Association's next annual conference and exhibit? How do I sign up for the ESM E-mail Service? Do you have a local chapter in Texas? How can I participate in the Awards of Excellence program? How do I submit an article to ESM magazine?

This is just a sample of the questions and requests filtered through the Oak Brook, IL-based ESM Association Headquarters and its various satellite locations. Active members of ESM Association know they can count on our staff to get them the answers they need, when they need them. We have built long-lasting relationships with many of our members throughout the years, help-

ing them build their careers. Smart employee services providers maximize their membership in ESM Association by referring to our staff for ideas, support, research and the latest trends in employee services. To further expand our network and extend our offerings, we would like to introduce you to ESM Association's current staff.

ESM Association Headquarters

2211 York Rd., Suite 207, Oak Brook, IL 60523-2371 phone: (630) 368-1280, fax: (630) 368-1286,

e-mail: esmahq@esmassn.org

Pat Stinson, executive director e-mail: pbstinson@esmassn.org

Pat Stinson oversees the entire ESM Association staff, managing all components of the headquarters' operation. His wealth of knowledge and experience allow him to discuss, in depth, virtually any employee



services topic. For example, members can turn to Pat for theories on employee association management, trends in the employee services field and questions about becoming a tax exempt chapter of ESM Association. Turn to him to discuss employee association issues such as unrelated busi-

ness income, bylaws, board of directors policies and procedures, IRS compliance, and legal issues. Pat's expertise also includes gaining management support of employee services programs, developing the structure of the employee services department within a corporation, obtaining salary information, and seeking career development opportunities.

ESM Association Member Services Department

Jean Wilson, director of member services e-mail: jeanwilson@esmassn.org

and

Jamie Kelly, manager of member services e-mail: jamiekelly@esmassn.org

The member services department is the heart of ESM Association. Most of our members' questions and requests are fulfilled through this department, made up of Jean Wilson and Jamie Kelly. Members rely on Jean and Jamie to effectively communicate member benefit information. Contact member services to learn about



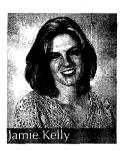
new membership categories such as Individual Membership, which allows several members of your company to join ESM Association at a discounted rate. Jean and Jamie can also guide you through advancing your career. They advise members on various educational opportunities such as becoming Certified

Employee Services Managers (CESM), participating in our annual conferences and one-day seminars, receiv-

ing recognition through ESM Association's Awards of Excellence Program, and joining the ESM Select pro-

fessional development membership category. Contact Jean or Jamie to be a speaker at the Annual Conference or share with us your topic and speaker suggestions.

The member services department also provides personalized research assistance. Whether you desire statistics to justify



your work/life program, the most recent research on recruiting and retaining workers or sample employee surveys, this department will arm you with the latest facts, figures and samples required for your next business meeting, presentation or year-end report.

Tap into ESM Association's Turn-Key Programs to implement our ready-made employee services programs at your company. Consider offering your employees on-line shopping with ESM Association's ESVP Resource or voluntary insurance benefit options through ESM Association's Employee Preferred.

The member services department will also fulfill members' special requests. Just call, e-mail or fax your topics of interest and Jean or Jamie will save you time by immediately connecting you with the resources you need.

ESM Association Communications Department

Cindy Helson, director of communications e-mail: chelson@esmassn.org

Cindy Helson oversees ESM Association's public relations, website and information technology. Look to Cindy for the latest information on ESM Association's



Work/Life in Motion Event, including how to bring this seminar to your company as an onsite management training program. She also provides local media with the latest trends in the employee services industry, allowing ESM Association members to gain publicity for their departments and companies.

Are you looking for a new way to network with peers? Sign up for ESM Association's E-mail Service and Cindy will e-mail your questions to peers and send you their responses and opinions. Participate in ESM Association's website, www.esmassn.org, by posting special dates on our website calendar, purchasing banner ads, sponsoring web pages, linking your chapter's website, and more.

Renee Mula, editor of *Employee Services Management magazine*, e-mail: reneemula@esmassn.org

Renee Mula manages the content, editing, designing and printing of ESM magazine, the official publica-



tion of ESM Association. Look to Renee for the latest articles on recruitment and retention, selling your programs to management, programming ideas, and much more. If you are interested in submitting an article to ESM magazine, she will brainstorm topic ideas with you and fax or e-mail you ESM

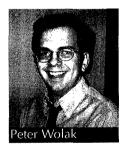
magazine's editorial guidelines and editorial calendar. To find out more information about a topic covered in the magazine, contact Renee and she will help you network with the companies mentioned in the articles. Members can also request an editorial index of past articles or ask for permission to reprint an article in their company newsletters.

If you have great news about your employee services department that you would like to share, consider submitting the information and having it printed in the ESM News section of *ESM magazine*. ESM News reports professional milestones in the employee services industry such as members who have recently been promoted or employee services programs that have earned awards.

Peter Wolak, editorial assistant, e-mail: peterwolak@esmassn.org

Peter maintains the content of ESM Association's Buyer's Guide and Buyer's Guide Update, both printed in *ESM magazine*. The Buyer's Guide is an annual list-

ing of ESM Association's National Associate Members, including a description of their products and services. This guide provides our Organizational Members with supplier contacts to outsource projects. It can also be used as a turn-key employee savings program, offering your employees



products and services available at special ESM Association prices. For a listing of new National Associate Members since the printing of the Buyer's Guide, turn to the Buyer's Guide Update section of ESM magazine.

If your copy of *ESM magazine* gets lost in the mail, or you have a change of address, contact Peter to update and verify your subscription records in our database.

Administrative Department

Betty Labny, office manager and administrative assistant to the executive director, e-mail: bettylabny@esmassn.org

Betty Labny is responsible for accounts payable,



accounts receivable, conference exhibitor registrations, conference delegate registrations, office supplies and machinery, and clerical support to the executive director. Betty manages ESM Association's financial records, assuring members that ESM Association has received their payments.

Many members know Betty from ESM Association's Annual Conference and Exhibit, where she manages the conference registration desk. There, she registers all conference attendees, pulls their payment records and provides them with conference materials.

Before the conference, Betty assists exhibitors in securing booth personnel names, obtains exhibitor listings for the Exhibitor Conference Directory and prepares exhibitor badges worn during the conference. She also assists conference delegates by inputting their registration information, overseeing delegate registration confirmations, preparing delegate badges, and compiling delegate information for the Delegate Conference Directory.

ESM Association Satellite Marketing Office

33610 Solon Rd., Solon, OH 44139 phone: (800) 335-7500, fax: (440) 349-3447

Chuck Bashian, marketing manager, e-mail: bashian@idt.net

Chuck Bashian is responsible for attracting and assisting National Associate Members. National Associates provide Organizational Members with products and services that enhance their employee ser-



vices offerings. His staff includes Alison Bashian Victoroff, Marianne Juliana and Bob Kruhm. Together, they provide National Associates with ideas for promoting their products and services including guidance in securing a yearly marketing program with advertising in *ESM magazine*, Buyer's Pak mailings and exhibit space at ESM Association's Annual Conference and Exhibit; information about the Annual Conference and Exhibit including dates, set-up time, and the details involved in a successful exhibit experience; and answers to questions about the employee services market.

ESM Association Satellite Field Offices

Western Field Office 18530 Dancy St., Rowland Heights, CA 91748 phone: (626) 913-4014, fax: (626) 964-7242

Phyllis Smith, CESM, Western Field Office manager e-mail: esmafo@aol.com

Eastern Field Office 4501 Oakcreek St., #101, Orlando, FL 32835 phone: (407) 297-1090, fax: (407) 291-1359

David Bell, Eastern Field Office manager, e-mail: dave_bell@netwide.net

ESM Association's Satellite Field Offices are an extended arm of the ESM Association's Member



Services Department, affording chapter members on-site, personalized services. The Western Field Office serves all local chapters of ESM Association west of the Mississippi River; and the Eastern Field Office serves all local chapters of ESM Association east of the Mississippi River. Field Office

Managers Phyllis Smith, CESM, and Dave Bell assist chapters with administrative responsibilities including housing chapter database records and member files, creating chapter newsletters, sending out meeting notices, and fielding the questions and concerns of ESM Association Chapter Members.

The Field Offices can help you gain the leadership skills necessary to manage a successful chapter of ESM Association. They assist local chapters with membership drives, bylaw revisions and board of directors' orientations. As a chapter leader, you can turn to Phyllis or Dave to help you develop the structure of your chapter, assist you with meeting programming and help you find quality speakers. They will also follow-up with



prospective members or provide you with the ESM Association materials you need to build your membership base.

The Field Offices are responsible for printing the Local Associate Directory, which is a listing of the products and services available through ESM Association's Local Associate Members.

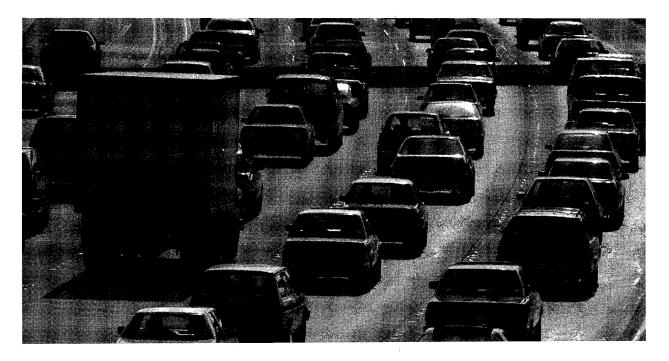
Joining our network

We hope this information will allow you to feel comfortable calling upon us for your professional needs in employee services. ESM Association places resources at the fingertips of employee services providers, but you must take the first step in actively participating in your association membership. Contact us today and we will deliver the employee services information you need, when you need it.

Morkplace 2008 Forecast

Telecommuting to drive U.S. productivity in 2000

riven by employee demand for more flexible scheduling, telecommuting will be the predominant workplace trend in 2000. In a new survey of human resource executives by Challenger, Gray & Christmas, Inc., a Chicago, IL-based international outplacement firm, 43 percent say an increasingly mobile, telecommuting workforce will be the biggest workplace trend in the next millennium.





Some human resource professionals predict that the glass ceiling for women will be shattered in 2000.

Achieving a balance

The survey was conducted among 200 human resource professionals in several industries throughout the country. Many attribute the movement toward telecommuting to companies trying to attract and retain skilled employees, while these employees seek balance between work and family. "This demand by employees compels companies to lean toward family-friendly policies like telecommuting," says E.J. Meier, manager, international human resources, Mead Johnson Nutritionals, Evansville, IN.

"Achieving the right balance between work and personal life is becoming more and more important to today's workers. Telecommuting, where possible, is one way to allow employees to achieve the balance they are seeking," adds Beth Marquardt, corporate human resources manager, 7-Eleven, Inc., Dallas, TX. "The survey tells us that employers are acknowledging the work/life issue. The expectations that telecommuting will be the dominant focus should result in a less-stressed, more-productive workforce able to work at home and at the office. This is good news for the 2000 economy and employee productivity," observes John A. Challenger, chief executive officer, Challenger, Gray & Christmas, Inc.

Critical workplace issues

Among other findings in the survey, 29 percent say eldercare will be the number one workplace issue and 24 percent predict the glass ceiling for women finally will be shattered. About 71 percent of survey respondents feel the most critical quality for workers to possess in the next millennium will be the ability to adapt quickly to change, ranking well above high-tech skills

and leadership abilities. "The workplace is changing rapidly. Organizations need to find adaptable people. The constant flow of new technology, competition and organizational changes means employees must be able to put aside old ways of doing things," observes Michael Collar, human resources manager, Poco Graphite, Inc., Decatur, TX.

However, 14 percent of survey respondents believe leadership skills will be most critical. "Leadership skills

Workplace 2000 Predictions

Christmas, Inc., a Chicago, IL-based international outplacement firm, conducted a survey among 200 human resource professionals in different industries throughout the country. Here are their 2000 predictions:

1. What's the Workplace 2000 Forecast?

43 percent of those polled believe workers will become increasingly mobile, with far more telecommuting.

29 percent say eldercare will become the number one workplace issue.

24 percent feel the glass ceiling will be shattered, once and for all.

Only five percent say the work week will get shorter.

2. Who is the most sought after star of the workplace?

71 percent want quality workers who can quickly adapt to change.

3 What is the forecast for obtaining jobs?

57 percent say it will be easier.

24 percent say the job market will be about the same.

19 percent say it will be harder to get a job.

2000Predictions

are always in short supply. The need to find leaders is tied to the very future of a company. There are a lot of people who are technically savvy, but leaders are tough to find," says Rudd Johnson, senior vice president of human resources, Bear Creek Corporation, Medford, OR. Another 14 percent felt high-tech skills are what workers need to hone continually.

The most common concern appears to be ongoing labor shortages. Many feel this will be the driving force behind several trends in coming years. "Because of the shortage of skilled people, the real issue will be to keep the older workforce on as long as possible, especially in the high-tech industry," says Dennis Montgomery, organizational development manager, OGE Energy Corporation, Oklahoma City, OK.

Getting ahead

The results of this study illustrate the fact that organizations with successful employee services programs are ahead of the recruitment and retention game for

2000. These innovative organizations are already satisfying their employees' needs for work/life benefits, such as telecommuting, and dependent care services, such as eldercare assistance. The employee services provider who can implement programs that help employees balance their work and personal lives will be the solution to attracting skilled workers to the company and providing the incentives to stay there.

For more information on Challenger, Gray & Christmas, Inc.'s Human Resources Survey, contact Herbert Rozoff or James Pedderson at (847) 562-1955. For outplacement information contact John A. Challenger at (312) 332-5790.

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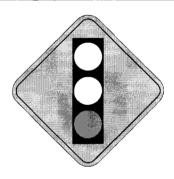
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By Michael P. Scott

Shop on the clock

'Shop at work' program makes employees' lives easier

oday's employee is constantly on the run, from taking children to and from school to picking up dry cleaning to renewing a car registration at the department of motor vehicles to grabbing a meal at a fast food restaurant. For many, this conveyor belt of activity seems endless, making it nearly impossible to get everything on their to-do list done.

Unfortunately, survey experts predict that these challenges will only get worse. Consider the following statistics:

- A recent 7–Eleven convenience store survey found that the average customer is working 59 hours a week. These same respondents spent an average of nine hours each week running errands.
- Specialized convenience services are increasing as employees struggle to fit grocery shopping, gift purchases, dry cleaning, video rental return, shoe repair, and other related activities into an already overloaded schedule. Home-cooked meals, for example, are becoming a rarity. Experts tell us that take-out, delivered and grab-and-go meals now account for an estimated \$460 billion in the U.S. each year.

Given these trends, the most common question on the minds of employee services professionals should be, "What can we do to make our employees' lives easier?" This question and many others were considered by the employee services team at Botsford General Hospital, Farmington Hills, MI, when they developed their Shop at

Work program, an innovative giftpurchasing service that allows employees to buy presents without leaving work. "We've only had the Shop at Work program up and running for six months and it has already been a smashing success," says Beverly Weiss, CESM, corporate administrator of special services. "Due to the popularity of this program, we've already had to switch to a dedicated vendor who can handle the growing demand for these gift purchases," she adds.

How it works

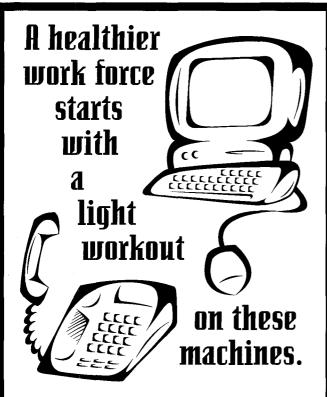
The **Botsford Employee** Services Team, in partnership with gift certificate supplier Great Lakes Scrip Center, Inc., offers gift certificates for purchase from over 60 stores and restaurants including Eddie Bauer, Border Books and Music, Cracker Barrel, Friday's, The Limited, Victoria's Secret, and many others. Botsford Employee Services Specialist Tracie Sroka says, "Employees love the convenience of being able to purchase these gifts at their workplace rather than having to make an extra trip after work or on weekends. They rush into our office saying, 'Please help me! I forgot my father's birthday today and need to pick out a quick gift.' This service provides a convenience for those individuals who are unable to get away at lunch or after hours to pick up an item."

As an added benefit to the program, the hospital receives a rebate on funds collected through the Shop at Work program. "Employees buy the gift certificates at face value and a percentage of each purchase goes towards the employee services program," Weiss explains.

What you can do

A Shop at Work program is just one service idea to help your employees manage their busy lives. Since no one knows your workplace better than you, try using the following techniques to decide which convenient services programs will help your employees balance their work and personal lives:

- 1. Ask: Get out among your coworkers and find out what is going on in their lives. What services do they need to simplify their lives? Hang out in the lunch room and by the water cooler and take tons of notes.
- 2. Benchmark: Contact ESM Association members and find out what innovative programs they are running. Gather information on their paths to successful convenience services so you do not have to reinvent the wheel.



By just picking up the phone or clicking on a mouse, you can join thousands of companies throughout the U.S. who are reaping substantial benefits by participating in the **National Employee Health & Fitness™** program. Lower healthcare costs, fewer medical claims, lower absenteeism, and more productivity are just a few of the many benefits your company can gain through a healthier work force.

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Work Life

- **3. Pilot Program:** Try a new program on a trial basis. If it is not working in six months to a year, discontinue it. Try to discover new ways of getting your employees excited about what you have to offer.
- 4. Re-Assess: Say you hit the ball out of the park with a program that is making life easier for your employees—my hat's off to you! Just remember to reassess and fine tune your program regularly. "While we were very pleased with the response to our Shop at Work program, we also recognized that there is always room for improvement," says Weiss. "That is why we sought out a dedicated vendor to handle our employees' needs. Employee services is about providing the very best in programs to assist our workforce in managing their busy lives."

Being more productive

Convenience services boost employee productivity and help employees balance their work and personal lives. Try inventing programs that relieve workers of everyday responsibilities. When employees know they can depend on their company to provide the convenience of an oil change on their lunch break or a hot, ready-made dinner at the end of the work day, they will be more likely to concentrate on work during office hours.

Michael P. Scott is a regular columnist for Employee Services Management and has been a frequent speaker at ESM Association's Annual Conference & Exhibit, as well as for various chapters nationally. He is the author of the recently released book, Catch Your Balance and Run: Proven Life Management Strategies To Assist You In Today's Fast Paced World. Contact Scott regarding articles that would be useful in addressing your most pertinent work/life issues at power2u@ix.netcom.com.

Buyer's **Guide** Update



ere's a listing of new National Associate Members. Keep these updates with your complete Buyer's Guide, published in the July, 1999 issue of ESM, or view our updated Buyer's Guide at www.esmassn.org.

Affordable Family Travel

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E-mail: mark@premierperks.com Contact: Mark Fleming

Premier Perks is an Internet-based discount program that allows companies to give their employees access to special savings from some of the best-known retailers on the net.

Six Flags Theme Parks & Hotels

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E-mail: randythomas@earthlink.net

Contact: Randy Thomas

Six Flags Theme Parks & Hotels currently have 35 amusement and water parks throughout the United States, Europe and Mexico; and two hotels in the U.S. Most parks offer ESM Association members programs that include picnics, consignment tickets and VIP Club discount cards.

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The Food Show is a food and cooking experience that entertains the whole family. Celebrity chefs perform; local chefs compete; exhibitors offer food and wine samples. Snack Street educates and entertains young people. ESM Association discounts apply.

By Bill Rusitzky

The E-volution of Incentives

he Internet has taken the employee incentive industry by storm, offering large-scale efficiencies and targeted promotions to motivate and reward employees. The on-line incentive program is the latest technology used to entice employees to meet company goals and produce quality work. Through e-mail and the Internet, managers can offer their employees various personalized incentives including frequent flyer miles, merchandise and event tickets.

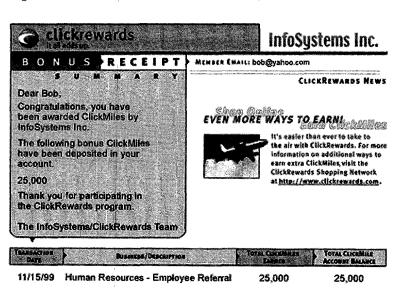
How it works

The on-line world has not replaced traditional incentive programs. Rather, the Internet works symbiotically with traditional offline incentive programs to offer incremental program benefits. Many companies using off-line incentive programs offer their employees retail catalogs from which they can choose rewards, once they have reached their goals. On-line incentive programs have taken the same concept and moved the communications on-line, allowing the company to track and measure their employees' accomplishments. On-line incentive programs work best with trackable employee goals that can be measured, such as sales objectives or the completion of training programs. The manager can customize the incentives to match specific goals. Upon project completion, employees receive a list of incentive offerings via e-mail. They may redeem their rewards on-line and have them delivered however they prefer.

Square one

Similar frameworks are required whether a company is developing an on-line or off-line program. Prior to rollout, a company must identify the productivity targets it aims to achieve. This will

help match the incentive programs with company objectives. Once program objectives have been defined, managers must decide on the structure of the incentive program. Finally, the program must be properly communicated to the participants. Countless studies have found that the success of an incentive program is directly associated with the level of overall awareness of its participants. In the book Seven Dimensions of Successful Reward Plans, authors Joseph Hale and William Bailey explain, "Companies whose employees understand their reward plans have a 38 percent higher total shareholder return than companies where employees have little understanding." Clearly, communication is critical to a company's overall performance.



Most on-line incentive providers manage the communications to the company's participants. When employees complete the desired actions, they automatically receive reward receipts letting them know what they have earned. ©Netcentives, Inc.

Taming Technology

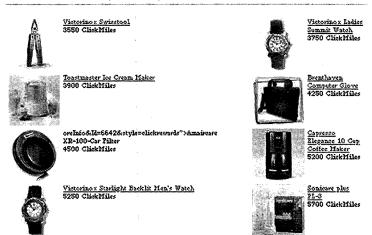
While planning a traditional incentive program is similar to that of planning on-line programs, the end result can vary dramatically. On-line incentive programs motivate employees while simultaneously offering increased efficiencies and targeted promotions. A corporate successful on-line incentive program seamlessly integrates employees, customers and external sales people. These programs allow for faster, more targeted communication including the ability to track employees' achievements and earnings, focus on specific employee groups and personalize incentive offerings.

Communication

To maintain the freshness and relevance of your on-line incentive program, the software must permit you to create and edit your promotions in real-time. Once you e-mail new information to employees, they should be able to view it almost immediately. Real-time communication also helps protect the valuable company information used to provide this service. Oftentimes, the provider has access to sales and profit reports. For this reason, the provider's software must be as secure as a bank transaction.

All of the steps associated with the program (educating participants, offering customized views for individuals to track progress, reward redemption, etc.) should be communicated through the Internet. The rewards process should be simple and easy to use. Choose a program that allows you participants e-mail their rewards, along with a congratulatory message, immediately after reaching certain milestones. This immediate positive reinforcement is most effective rewarding employees.

REWARDS FOR 3,501 - 6,500 CLICKMILES

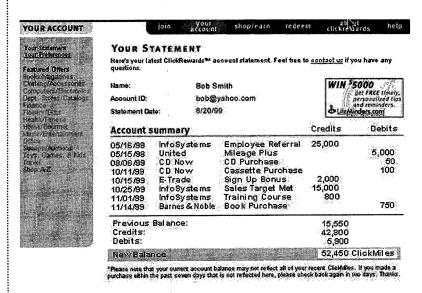


Once employees are rewarded a given amount of points, they visit their company's incentive program website to view their rewards selection.

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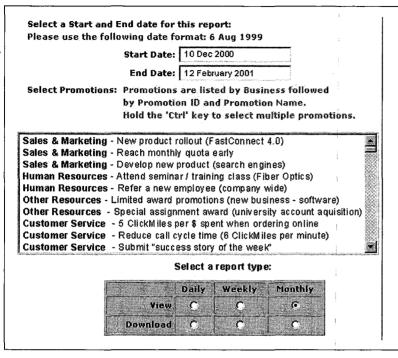
In addition, the program should quickly determine the success of your promotions and structure further promotions to maintain momentum. For example, Cisco Systems, San Jose, CA, used ClickRewards@Work, an on-line incentive program offered by Netcentives, Inc., San Francisco,

CA, to reward customer service representatives for promoting their newly launched on-line ordering system. After Cisco Systems determined that their employees reacted positively to the promotion, the company created additional programs that now reward their customers for ordering on-line.



Employee participants can check their statements to view recent activity.

©Netcentives, Inc.



Managers can view web-based reports, detailing the success of the company's incentive promotions. @Netcentives, Inc.

Flexible architecture

The on-line incentive system must be flexible and highly adaptable so it can be easily integrated within a company's existing incentive infrastructure. This flexibility will allow for enhanced communication between the on-line program and the company's existing database system, providing for a tightly integrated program that reinforces company objectives.

Cost savings

Typical off-line incentive programs force the company to invest a lot of time and money into printing catalogs, paying postage and fulfilling orders via fax or mail. Approximately 47 percent of off-line expenditures are devoted to fulfillment, operation, printing, and postage. An additional 20 percent is devoted to creative design, and only 33 percent is allocated ments, the top 100 employees, or

for the actual reward. On the other hand, on-line incentive programs often result in enhanced profitability because the incentives program provider handles the details. Only 28 percent of expenditures go toward fulfillment and processing, and 20 percent to creative design. The remaining 56 percent is dedicated to the actual award.

Scalable

While most off-line incentive programs exist for the top performers in large corporations, an on-line incentive program is effective for virtually every corporation, regardless of size. Moreover, on-line incentive programs can target almost every employee within an organization, regardless of rank or job function. The on-line software can track the performance of individual employees, departan entire global network. Your program should allow managers to offer employees a variety of reward options. Due to the high number of transactions per day, it is also important to find a program that can process several thousand transactions daily.

Looking ahead

The Internet has changed the world of communications, shopping and finance. During the next vear, the incentives marketplace will also be revolutionized. Look for on-line incentive programs to be the latest method for motivating employees to remain interested in their jobs. It will be exciting to see and even more exciting to participate. esm

Bill Rusitzky is vice president, general manager of Enterprise Incentives for Netcentives, Inc., San Francisco, CA, www.netcentives.com. He can be reached at (415) 836-6506 bill@netcentives.com.

employee services management



NESRA



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Colendar

February 10-13, 2000— Winter Board of Directors Meeting, Amelia Island Plantation, Jacksonville, FL.

February 18, 2000— Deadline to submit Awards of Excellence and Chapter Merit Award entries.

April 10-11, 2000— Spring Board Meeting, Adam's Mark Hotel, Denver, CO.

April 12, 2000— ESM Association's Work/Life In Motion event, Adam's Mark Hotel, Denver, CO.

April 12-16, 2000— ESM Association's 59th Annual Conference & Exhibit, Adam's Mark Hotel, Denver, CO.

ESM Association's Western Region Conference & Exhibit, Westin Santa Clara, Santa Clara, CA.

April 8-12, 2001— ESM Association's 60th Annual Conference & Exhibit, Fairmont Hotel, New Orleans, LA.

<u>FallBoardMeeting</u>

The ESM Association Board of Directors met October 30, 1999 at the Adam's Mark Hotel, Denver, CO, to discuss member services, policies and public relations strategies for the future of ESM Association. Technology Committee Chair Cindy Jameson, CESM, reported that the committee's goal to revamp ESM Association's website, www.esmassn.org, was met through the efforts of Roger Lancaster, CESM, and **Teresa** Browning. Members can visit the site and view the association's new look.

A motion was approved for the nomination of **Joe Kopinski**, CESM, Wisconsin Electric Power Company, Milwaukee, WI; **Jack Poll**, SAS Institute, Cary, NC; and **David Dale**, CESM, Ashland, Inc., Lexington,

KY; as Directors at Large. In the same motion, **Bud Fishback**, CESM, The Boeing Company, Seattle, WA, was approved as President-Elect.

The Policy Committee's motion to adopt a new Individual Membership Category was approved. Effective January 1, 2000, an Individual Membership Category will allow additional individuals from the same corporate member company site to join ESM Association for \$95 per vear. Individual Members will receive the same benefits as Organizational Members. The purpose of this category is to attract employees from existing member companies whose responsibilities fall under ESM Association's Ten Components of a Well-Rounded Employee Services Program.

In the discussion of old business, ESM Association Past President Brenda Robbins, CESM, stressed that local chapters of ESM Association change their names to include the association's new name. She emphasized that the chapters will be compromising their national recognition if they do not change their names.

A motion was passed to transition ESM Association's *Membership and Peer Network Directory* from a printed piece to an electronic directory available online. The online directory will become available in 2000.

ESM Association's 60th Annual Conference and Exhibit will be held April 8-12, 2001 at the Fairmont Hotel, New Orleans, LA.

2000BoardofDirectors

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ESM**News**Bites

Foundation Report

ESM Association Education and Research Foundation's trustees approved **Jim Battersby**, adjunct faculty and president of Battersby and Associates, Cal-Poly State University, Pismo Beach, CA, to structure a course dealing with work/life balance at Cal-Poly.

ESM Association President Roger Lancaster, CESM, authored the first in a series of informational brochures explaining basic program techniques for employee services providers. These brochures will be made available to membership this year.

Strategic Long Range Planning

The Strategic Long Range Planning Committee Meeting was held August 23-24, 1999 at The Drake Oak Brook, Oak Brook, IL. The committee consisted of **Brenda Robbins**, CESM, **Roger Lancaster**, CESM, **Bud Fishback**, CESM, **David Dale**, CESM, and **Phil Hall**, CESM. Headquarters' staff was also in attendance.

The committee decided that ESM Association's certification process should become more professional and grow with the structure of the organization. As a result, the Certification Committee will develop new criteria and a point structure for certification. At the same time, a stronger re-certification process will be implemented. The committee also decided to eliminate the RVESRA certification category and develop another term to recognize volunteers. The designation of Certified Employee Services Manager (CESM) was adopted to replace the current CESRA (Certified plovee Services and Recreation Administrator) designation.

The Strategic Long Range Planning Committee asked the Member Services Committee to transition the *Membership and Peer Network Directory* from a printed format to a web-based format. This motion was approved by the Board of Directors on October 30, 1999. The web-based directory will be available in 2000.

Applause!

Don Catalupo, assistant manager/ training coordinator, American Heritage Life Insurance Company, Jacksonville, FL, and Evelyn Jaynes, assistant director of human resources, Hillsborough County Tax Collector, Tampa, FL both passed the CESM certification exam. Congratulations!

Chapter Name Change

In an effort to unify the local chapters of ESM Association, we have asked the chapters to change their names to include the association's new name, ESM Association. At this time, 24 chapters have changed their names. To receive a name change form for your chapter, contact Jamie Kelly, manager of member services, at ESM Association Headquarters, (630) 368-1280. Upon changing your chapter's name, Headquarters staff will graphically design and provide you with a new chapter logo. See page 49 to view the chapters' new names.

ESM Exposed

For the first time, NESRA presented

itself as Employee Services Management (ESM) Association when it held an exhibit booth at The Motivation Show in Chicago, IL, September 20-23, 1999. Each year, the show draws thousands of managers responsible for implementing employee recognition programs who came out to view the largest collection of premium, incentive and award products and services. ESM Association members attending the show shared positive comments about the association's new look. ESM Association Headquarters' staff enthusiastically showed prospective Organizational Members how ESM Association can help them do their jobs better. Plus, representatives from ESM Association's Satellite Marketing Office were there to visit with The Motivation Show exhibitors to determine who would be potential exhibitors for our Exhibit Hall. Jean Wilson, director of member services, is following up on her leads for potential

Organizational Members and Cindy Helson, director of communications, is following up on media and partnership leads:

In addition to our presence in the Exhibit Hall, ESM Association Past President **Beverly Weiss**, CESM, presented an educational session regarding "The Value of Recognizing Employees." Nearly 60 attendees participated in this session, which was sponsored by ESM Association.

Our association has entered into a partnership with the Incentive Marketing Association that has afforded us the opportunity to participate in The Motivation Show as a sponsor. To continue this partnership, our association will also be sponsoring a speaker at the New York Premium and Incentive Show in the spring. We will then sponsor a track of sessions at this year's Motivation Show. ESM has gained great exposure at The Motivation Show and we look forward to building more relationships as a result of this experience.

NortheastConference

Beautiful fall weather accompanied over 70 delegates and 40 exhibitors for the 1999 ESM Association Northeast Region Conference and Marketplace Exhibit held September 23-26, 1999 at the Hospitality House near Williamsburg, VA.

The chapters of the Northeast Region, along with the conference host chapter, ESM Association of the National Capital Region, selected the theme Employee Services For the New Century. The conference provided attendees with the employee services tools and skills necessary to tackle the demands of our multi-changing workplace.

The conference festivities included three power-packed days of keynote sessions, concurrent sessions and evening activities. Forty companies exhibited their products in the Marketplace Exhibit Hall, providing conference delegates with a variety of programs and services.

Concurrent session topics included "Creating and Developing Your Website," "Mar-

keting and Fundraising on the Internet," "Vendor and Store Manager's Workshop," and "Effective Newsletters." During the session "Customer Service: The Angry Customer," audience members were given the opportunity to participate in scenarios dealing with dissatisfied and difficult customers. The session "Short Cuts To Sanity" covered short cuts that can be applied to everyday tasks.

Mauricio Velasquez, The Diversity Training Group, presented "Multi-Cultural Marketing," describing how employee services and human resources professionals can address diversity issues in the products they offer employees.

The keynote presentations included Jeff Dewar, Dewar International Inc., who opened the conference with a thought-provoking presentation about "Your Future, Your Contribution, Your Choice." Dr. Don Ardell, Ph.D., followed on Saturday with "Corporate Life in the 21st Century," a 12-step program to promote healthy employees.

Special evening activities were scheduled throughout the conference. "How to be an ESM Millionaire Trivia Challenge" provided conference attendees with a chance to stump distinguished ESM experts: Pat Stinson, ESM Association executive director, and Brenda Robbins, CESM, and Gloria Roque, RVESRA, ESM Association past presidents, with ESM Association trivia questions.

Mauricio Velasquez was the keynote speaker at the Closing Brunch discussing "Essential Concepts for Effective Leadership." Fabulous door prizes were given away the last day of the conference, and the 50/50 Raffle contributed to ESM Association's Education and Research Foundation.

View conference photos on ESM Association's website at www.esmassn.org under Special Events. Or, visit ESM Association of the National Capital Region's website at www.recgov.org and click on ESM Association and then Conference Link.—Aletha Woodruff

Conference

Southeas

The Southeast Region of ESM Association held their conference October 14-16, 1999 at the Augusta Sheraton in Augusta, GA. Conference highlights included the keynote speech by Retired Major General Perry Smith. Smith was the CNN analyst during the Desert Storm Conflict of 1991. An author of four books and instructor of many corporate groups, he discussed "New Insights on Leadership." Smith also led the group through a three-hour training session entitled "Strategic Thinking and Action."

Other session topics included personal management, diversity, recognition programs, make-a-wish, and e-commerce. Attendees were treated to a visit to: the National Science Center Fort Discovery, Augusta Lynx, opening night of the East Coast Hockey League, and a visit to the Savannah

River Site's ORA Recreation Complex. Exhibitor presentations concluded the conference.

The weekend included the 29th Annual Southeast Region Golf Tournament hosted by BNFL of Augusta, GA, and once again organized by ESM Association Past President **Don Strosnider**. Over 100 players competed on three beautiful golf courses. The tournament was a major success with the following companies represented: Lockheed Martin, Westinghouse, Wackenhut, Federal Express, Tennessee Eastman, and Monsanto. Lockheed Martin, Marietta, GA, agreed to host next year's event in Birmingham, AL.

Many thanks to all of the delegates and exhibitors who made the conference an enjoyable and rewarding experience.—John Felak, CESM

AnnualConference&Exhibit

Are you experiencing recruitment and retention issues? Are your employees requesting employee services or work/life programs that your company does not have? Maybe you would like to implement more employee services, but you are not sure how to show bottom-line figures that prove these programs will benefit the company. If these scenarios sound familiar, you should attend ESM Association's 59th Annual Conference & Exhibit: Practical Solutions to Work/Life Issues.

This conference will help you gain management's support, and retain it throughout the growth of your employee services program. Join human resource vice presidents, human resource managers, employee services professionals, work/life managers, and more, as you learn the top companies' secrets to retaining quality employees.

Richard Hadden, Contented Cow Partners, L.L.C., will share the practices of companies who have succeeded by treating their employees well. Joyce Gioia, The Herman Group, will show attendees how to make their companies employers of choice with employee

services. Then, Laura Stack, MBA, Celebration Presentations, will teach you how to balance your work and personal life without making sacrifices.

Look for ESM Association's Bonus Strategy Exchange, with more session topics than ever before. This networking opportunity lets you hear the latest trends and how-to examples from your peers.

Concurrent session topics include employee store merchandising, on-line recognition programs, elder-care, motivating employees, recruitment and retention, implementing work/life programs, website development, and much more.

Save time managing your outsourced projects by visiting the Exhibit Hall. With over 150 exhibit booths, the Exhibit Hall will be a learning experience of its own. Suppliers can teach you how to spot various levels of quality, how to display your store merchandise, how to plan a group trip, and the best techniques for marketing discount programs to your employees. With all of the exhibitors in one room, you can compare features and quotes in person. Your employees will love the deals you bring back!

ESM Association's Conference helps recruit and retain workers

Join ESM Association for a dynamic pre-conference seminar you cannot afford to miss. Focusing on work/life programs as practical solutions to recruiting and retaining employees, this event will give you the direction you need to implement and grow a successful work/life program. Learn how work/life can fit into your company's corporate culture, how to build a business case for work/life initiatives, interactive solutions to your company's specific issues, and how to pull your ideas together to create a personalized work/life action plan. Participate in interactive and practical problem-solving with three nationally-recognized work/life experts.

Dennis Kessler, president, Kessler Management Consulting, L.L,C., specializes in leadership training, management organization and strategic planning. He is the former co-president of Fel-Pro, Inc., which is listed as one of the 10 best companies in the book, "The 100 Best Companies to Work For in America."

Joy Loverde is author of the nationally-acclaimed resource, "The Complete Eldercare Planner: Where to Start, Questions to Ask, How to Find Help" (Hyperion). Loverde helps Corporate America avert a work/life crisis as its population ages and more of its employees take on the role of family caregiver. Loverde's crucial insights on eldercare topics are often sought after for national news.

Michael P. Scott is the president of Empowerment Unlimited, Inc., dedicated to working with individuals who want to maximize their untapped potential and organizations that want to reach that next level of success. Scott has an extensive background as a human resources executive and is a highly-regarded keynote presenter, business strategist and team facilitator.

CONTINUED FROM PAGE 48 in a good mood by laughing, even if you have to fake it. Contrary to popular belief, we are happy because we laugh, not the other way around. After a good laugh, vou will be better able to deal with the crisis at hand.

Harvesting humor

While forcing laughter will get you through the current stressful scrape, why not make it even easier to see the funny side of any obstacle by incorporating humor into your daily life? There are a number of things you can do to keep yourself and your coworkers in a comic state of mind.

1. When you need a quick laugh, pull one out of your funny jar. What? You do not have a funny jar? Well, start one today. Take an old jar and label it "funny jar." Decorate the label as whimsically as you like. Whenever you hear a funny joke or story, or something funny happens to you during the day, write it on a piece of paper and place it in your funny jar. Fill the jar as much as you possibly can. Then, whenever you need to



funny picture on your desk, tack up the Sunday Comics on the wall—it is totally up to you. Make your surroundings a breeding ground for humor and soon it will become contagious.

3. Share funny stories with others. When you get a good joke via e-mail, don't delete it; pass it on to others. When you hear a funny story from a family member, repeat them as inspiration. When life is stressing you out or you find yourself ankle-deep in a home or office disaster, ask yourself, "How would my favorite comedian react to this dilemma?" You do not have to be Jerry Seinfeld or Ellen DeGeneres to find the humor in everyday life.

He who laughs last...

Will laughing magically make your predicament disappear? Of course not. After a good laugh, you will still need to deal with the problem at hand, but a healthy sense of humor will make any occurrence much easier to bear. As philosopher Sean O'Casey once noted, "Laughter is brought in to mock things as they are, so they may topple down and we can make room for better things to come."

Sandy Baker is a professional speaker and president of Leave Em Laughing, Lynhurst, OH. Her audio tape, Calling Dr. Calm, is packed with useful information on how to handle stress with humor. Submit your favorite joke or funny story to Baker and receive a free gift. For more information or to order her audio tape, call (216) 382-8948, send an e-mail to sbaker@leavemlaughing.com, write to 5124 Mayfield Rd., #203, Lyndhurst, OH 44124, or visit www.leavemlaughing.com.

You do not have to be Jerry Seinfeld or Ellen DeGeneres to find the humor in everyday life.

lighten the mood, reach for your funny jar, read one of your humorous anecdotes and laugh. You will be amazed at how a quick joke can make you feel better. Inform your coworkers of your stress remedy and encourage them to use your funny jar also.

2. Furnish your office and home with humor. By keeping funny material at hand during the day, you make humor more accessible to your brain. Decorate your living and work spaces with anything that puts a smile on your face. Hang up a funny poster, place a | favorite comedian or two. If so, use |

it to a client or coworker. By sharing your humor with others, they will be more likely to reciprocate and fuel your humorous atmosphere.

4. Surf the Web for a good laugh. If you cannot think of a funny story to inspire you, log on to the Internet and type the word "humor" into a search browser. From there you will find a good ioke or humorous story to fit any situation.

5. Take a few lessons from the pros. Chances are you have a







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By Sandy Baker

A laugh a day...

Fun ways to eliminate stress at work

Like it or not, stress is an inevitable part of life. From the working mom trying to juggle a career and three active children to the busy executive climbing up the corporate ladder, stress takes a daily toll on all of us. How you deal with it, though, quickly determines your overall health. Handle stress well and you are blessed with a hearty and happy life; handle it poorly and you may be a heart attack waiting to happen. Take a look at these very real scenarios and consider how you would handle each one:

t is 3:30 p.m. You have been at your computer working on a proposal for a huge client for a good four hours and you finally have it just the way you want it. Satisfied, you sneak off to the office water cooler to grab a quick drink and a healthy dose of gossip. As you walk back to your office, the power in the entire building flickers for a brief moment. To your dismay, the flicker was long enough to cause your computer to reboot, also causing your unsaved proposal to be gone forever.

Or...



After enjoying a restful night's sleep, you awake feeling refreshed and ready to tackle the busy day you have planned for yourself, which includes shuttling each of your four children to various activities and promoting your new home-based business. Since your children are still sleeping, you decide to tackle the business projects first. As you make your way down to the basement, where your home office is located, you hear a strange noise-almost like running water-and notice a damp, wet feeling in the air. When you reach the bottom of the stairs, you discover that your entire home office is flooded, thanks to a broken water pipe.

No one can deny that the above scenarios would cause stress in anyone's day. So, if any of them were to happen to you, what would you do? Cry? Yell? Give up in despair? According to psychologists, those are the worst reactions

you can have to an unfortunate circumstance. They foster a negative attitude and add undo stress to your body. So what is the best thing you can do to relieve stress? Laugh!

Lighten up

While laughing during stressful times does not sound like a natural response, it will diminish the emotional stress of any situation. Why? Because laughing makes us feel good. Think about it. When you laugh, doesn't your attitude change dramatically? Most everyone's does. Whether you are watching a sitcom or reading a funny e-mail from a friend during a hectic day, the mere act of laughing puts you at ease and makes the world around you seem not so bad.

If that is not proof enough, consider this: laughing and keeping a sense of humor during trying times are key traits found in many high achievers. These workers understand that success comes quicker to those who do not let stress ruin their day or their business. So, if you want to be viewed as a competent, knowledgeable and ontrack individual, then laugh.

For many people, though, the thought of loosing a whole day's worth of work to the power company's lapse in service cannot possibly bring a smile to their face. In that case, the best thing to do when confronted with a stressful plight is to step back, take a deep breath and force yourself to laugh. That's right—you can put yourself

CONTINUED ON PAGE 46



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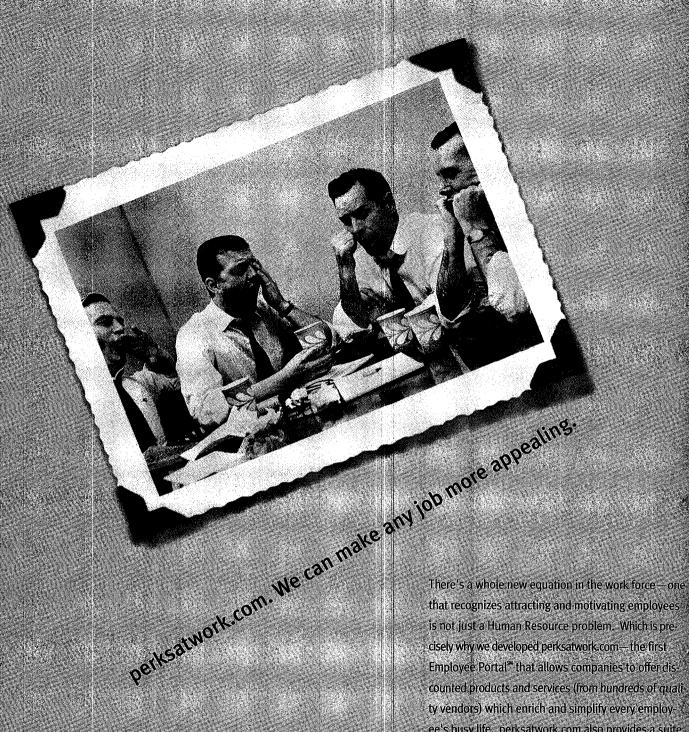
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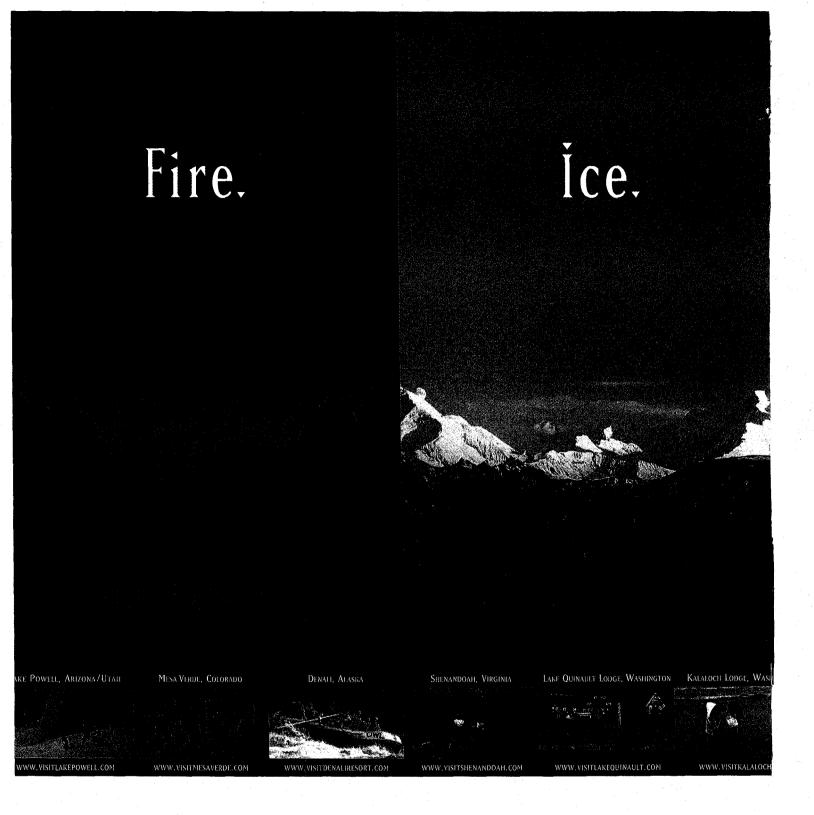
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Justifying Work/Life Programs

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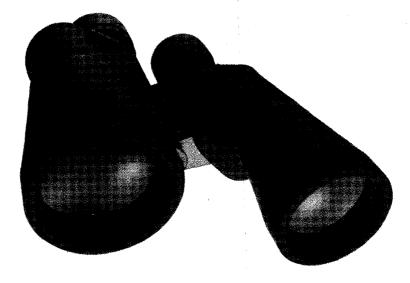
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page 16





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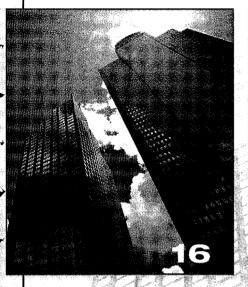


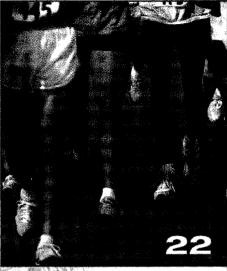


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The National Academy of Human Resources (NAHR) announces its eighth class of Fellows.





One step ahead

uring your next meeting with senior management, plan to ask your superiors about their business goals. Where do they want the company to be in one or two years? How would they like to be perceived by the stockholders, general public and comparable businesses in your industry? Listen carefully to their responses.

Did they say they would like higher productivity? Higher morale? Lower turnover? Maybe they dream of having a long waiting list of highly-qualified job applicants. There are several ways to describe a successful business, but when it comes down to it, what many employers are really wishing for is to become Employers of Choice.

Your purpose for asking senior management about their goals is to make them aware that you can help attain them. Employee services providers have the knowledge and resources to help their employers become Employers of Choice. That's right—you have the power to create an image, or corporate culture, that can make your company a desirable place to work. But, how do employee services providers create this image? Turn to page 16 to learn about your role in becoming an Employer of Choice.

Did you know that the status of your employees' physical health can influence your company's bottom line? On May 17, 2000, Corporate America will celebrate National Employee Health and Fitness Day. This is the perfect occasion to motivate your employees to live healthy lifestyles. See page 22 to learn employee programming ideas for this event.

There's still time to sign up for ESM Association's 59th Annual Conference and Exhibit, April 12-16, 2000 at The Adam's Mark Hotel, Denver, CO. See page 30 to view a sample of the educational session topics and speakers scheduled for this year's event. Then, turn to page 5 to view an agenda and fill out a registration form.

On page 26, ESM Association announces its newest membership category—Individual Membership. Members can sign up their coworkers to join ESM Association at a discounted rate. Eligible participants include your employee services staff members, employee association volunteers, human resource managers, work/life managers, and other coworkers who are responsible for implementing at least one employee service at your company. Find out how you can benefit from this special membership opportunity.

Becoming an Employer of Choice is not as difficult as your employers might think. Ease their minds by reminding them that providing employee services is the first step in becoming the company that everyone wants to work for in your industry. Now, it's up to you to develop the programs that will make your company a great place to work.

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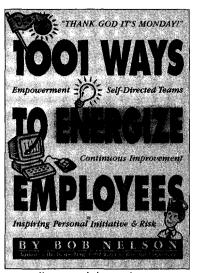
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Voluntary Benefits
Wellness

1,001 Ways to Energize Employees by Bob Nelson

Bob Nelson is vice president of Product Development at Blanchard Training and Development in San Diego, CA. In addition to 1001 Ways to Reward Employees and the forthcoming 365 Ways to Manage Better Page-A-Day Perpetual, he is the co-author of Consulting for Dummies, published by IDG Books.

Yes, I want to learn ways to ENERGIZE my employees

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Illustrated throughout; 192 pages; 6" x 8"

ake the brakes off your business with the perfect follow-up to 1001 Ways to Reward Employees, the innovative book that has over 444,000 copies in print and spent 19 consecutive months on the Business Week bestseller list. Bob Nelson reveals what real companies across America are doing to get the very best out of their employees—and why it's the key to their success.

Weaving together case studies, examples, techniques, research highlights, and quotes from business leaders, 1001 Ways to Energize Employees is a practical handbook packed with suggestions for increasing employee involvement and enthusiasm.

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independent small businesses; Springfield
Remanufacturing opening its books to
all employees.

- need to discover how to creatively use employee programs to recruit and retain the best employees
- have the challenge of establishing and managing the initiatives that help employees balance work and personal life
- are pressured to show the bottomline figures on the value of employee programs
- expect to express a corporate culture that values employees
- want to learn how to make your company an employer of choice
- seek an understanding of what motivates today's employees to be more productive
- manage an employee store and need fresh ideas to appeal to your captured audience of customers

Come join:

- human resource vice presidents and managers
- employee services professionals
- work/life managers
 and all who are responsible for the
 10 components of employee services
 (as shown to the right)



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Recreation Programs
Recognition Programs
Special Events
Travel Services
Voluntary Benefits
Wellness

Work/Life In Motion

Practical Solutions to Recruiting and Retaining Employees

April 12, 2000 • Adam's Mark Hotel 8:00 am - 3:00 pm

lunch included/separate registration required \$220 members/\$245 nonmembers

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Work/Life and the Corporate Culture
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Spotlight On A Case Study
Measuring the Success of Work/Life Programs
Addressing Eldercare Issues
Building A Business Case
Interactive Solutions

Schedule for April 12th Seminar

6	7.30 am -	8:00 am	Registration
	8:00 am -	8:15 am	Evolution of Work/Life
STATE OF THE PARTY OF	8:15 am -	8:45 am	Recruiting and
4			Retaining Employees
	8:45 am -	9:15 am	Work/Life Programs
			and the Corporate Culture
1	9:15 am -	9:45 am	Case Study
A STATE OF	9:45 am -	10:00 am	Break
	10:00 am	- 10:15 am	Establishing Goals
	10:15 am	- 10:30 am	Workbook in Motion
No.	10:30 am	- 11:30 am	Measuring Success:
	alla Gar		Benchmarking
	11:30 am	- 12:15 pm	Lunch
	TO SECURE OF SECURE	- 12:30 pm	
	12:30 pm	- 12:45 pm	New Strategies in Eldercare
			Building the Business Case
	STATES THE RESERVE	WILLIAM STREET, STREET	THE PROPERTY OF STREET AND THE PROPERTY OF THE

1:15 pm - 2:00 pm Convince the CEO

2:00 pm - 2:45 pm Strategy Exchange

2:45 pm - 3:00 pm Work/Life in Motion

Your Work/Life In Motion Team

These three master presenters provide proven strategies for implementing your corporate work/life action plan.



Dennis Kessler is president of Kessler Management Consulting, L.L.C. Kessler Management specializes in leadership training, management organization and strategic planning. Kessler is the former co-president of Fel-Pro Incorporated. Fel-Pro is listed as one of

the top 10 companies in the book entitled, *The 100 Best Companies to Work for in America*. Kessler supported such programs as summer day camps, scholarships for employees' children and other innovative offerings.



Joy Loverde is author of the nationallyacclaimed resource, The Complete Eldercare Planner: Where to Start, Questions to Ask, How to Find Help (Times Books). Loverde helps Corporate America avert a work/life crisis as its

population ages and more of its employees take on the role of family caregiver. In an era in which people require answers to complex problems, Loverde's crucial insights on eldercare topics are often sought for national news: NBC's TODAY SHOW, USA TODAY, HR Magazine, and dozens of other media.



Michael P. Scott is the President of Empowerment Unlimited, Inc., a South Bend, IN-based firm that focuses on empowering individuals in the areas of human potential and work/life balance. Scott has an extensive

background as a human resource executive and is a highlyregarded seminar leader and corporate strategist. His clients include Frito-Lay and National Institutes of Health Clinical Center. Scott is also the monthly work/life columnist for Employee Services Management Magazine.

He is author of the book and audio tape series entitled Catch Your Balance and Run, which focus on life management issues for busy professionals.

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Strategy Exchange Session #1

You choose 4 small group discussions among these topics:

Employee Stores: Point-of-Sale Systems

Employee Stores: Issues Affecting the

Not-For-Profit and Profit Stores

Community Services: Selecting a Community

Service that Supports Your Corporate Culture

Convenience Services: Proven Techniques for a

Ticket Sale Program

Convenience Services: E-Commerce as a

Convenience Service Tool

Dependent Care: Father-Friendly Programs

Dependent Care: The Community as an

Eldercare Resource

Recreation Programs: Challenges of Managing

a Facility

Recreation Programs: Managing Sports Leagues

Recreation Programs: The Next Generation of

Leisure Activities

Strategy Exchange Session #2—BONUS ROUND

You choose 4 small group discussions among these topics:

Recognition Programs: Merit-Based Programs

Special Events: Making the Company

Picnic Better

Special Events: 101 Hot Theme Ideas

Travel Services: Planning Adventure Trips

Travel Services: Understanding Your Employees'

Travel Needs

Voluntary Benefits: Voluntary Benefits—A No-

Cost Employee Services Program

Voluntary Benefits: Addressing Work/Life Issues

Through Voluntary Benefits

Wellness: Wellness Incentive Programs Wellness: An Ergonomic Workplace

Programs: Revenue Generating Programs

Conference At A Glance

Wednesday, April 12, 2000

8:00 am - 3:00 pm

Work/Life in Motion Workshop Separate Registration Fee Required

3:15 pm - 5:00 pm Regional Council Meetings

5:00 pm - 7:00 pm Chapter Forum—

> Headquarters Staff Shares Successful Chapter Tips With

Chapter Leaders

Regional Breakfasts

Spouse Breakfast

Certification Lunch

5:30 pm - 6:30 pm New Delegate/New Exhibitor

Attendee Session

8:00 pm - 9:00 pm All-Attendee Reception

Thursday, April 13, 2000

8:00 am - 9:00 am

8:00 am - 9:00 am

9:15 am - 10:45 am

11:00 am - 12:30 pm

11:30 am - 1:30 pm

Exhibitor Marketing Session.

"Winning Strategies For

Successful Exhibiting" (Exhibitors Only)

(CESRAs, RVESRAs Only)

Opening General Session.

1:00 pm - 2:30 pm Strategy Exchange #1

2:45 pm - 3:45 pm Concurrent Sessions #1 4:00 pm - 6:00 pm Exhibit Hall Grand Opening

Friday, April 14, 2000

8:00 am - 9:00 am

9:00 am - 3:00 pm

8:30 am - 9:30 am 9:45 am - 11:15 am

11:30 am - 1:15 pm

1:45 pm - 4:15 pm

4:30 pm - 5:30 pm

Concurrent Sessions #2 Strategy Exchange #2

Spouse Breakfast

Spouse Tour

Member Appreciation Lunch Exhibit Hall (Dessert Served)

Concurrent Sessions #3

Concurrent Sessions #4

Evening Open

General Session

Saturday, April 15, 2000

9:00 am - 10:00 am

10:15 am - 11:15 am

11:30 am - 1:30 pm

Exhibit Hall Open

(Lunch Served) 2:00 pm - 4:00 pm **Board Meeting**

6:30 pm - 10:00 pm

Social Program

Sunday, April 16, 2000

8:30 am - 10:00 am

9:00 am - 10:00 am 10:00 am -12:00 pm Registration General Session

Closing Brunch

ESM Association's 59th Annual Conference and Exhibit Adam's Mark Hotel, Denver, Colorado April 12 - 16, 2000

Registration Form

Full Name (Print)				Common First Name					
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Does your company	have an employee	store?	Yes	No	_ Do you ma	nage it? Yes	No		
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Please include your check payable to ESM Association. Advance registration cannot be accepted without full payment. Mail check and registration form to: ESM Association Headquarters, 2211 York Rd., Suite 207, Oak Brook, IL 60523-2371 or fax the registration form with your credit card information to ESM Association at (630) 368-1286. Any questions, call (630) 368-1280.

Cancellation: Full registration will be refunded if cancellation is received postmarked no later than 3/10/00. After that date, a refund is not guaranteed.

All room reservations must be made directly with the Adam's Mark Hotel. We suggest you telephone in your room reservation to the hotel at (800) 444-ADAM (2326). Be sure to state that you are part of the ESM Association Conference. The ESM Association Conference room rate at the Adam's Mark Hotel is \$139 per night (single or double occupancy). Children under 16 will be allowed in the Exhibit Hall on FOR OFFICE USE ONLY Saturday only. 3

"The old believe everything; the middle aged suspect everything; the young know everything."

-OSCAR WILDE (1854-1900), WRITER

BestOfTheBestCompanies

Fortune magazine's "100 Best Companies to Work for in America" share three common traits that employee services providers should note: they do more to engage employees in business; they try to create a supportive and inclusive company culture; and they pay more attention to employees' quality of life.

Hewitt Associates, Lincolnshire, IL, collaborated with *Fortune* to analyze the data of more than 200 companies that applied for the list. They found these qualities even more prominent among the Top 25 companies on the list, compared to the hundred or so companies that did not make the cut. Among the Top 25, a third

or more of them pay all their employees in the top market quartile. Only 13 percent of the non-best pay their senior managers and executives at that level, and less than 8 percent offer clerical and administrative employees top dollar.

The Top 25 companies also display a commitment to diversity. Sixty percent of the Top 25, as compared to only 34 percent of the non-best, offer employee support groups. About 76 percent of the Top 25 offer mentoring programs, while only 55 percent of the non-best do.

The Top 25 also rank higher with respect to diversity symposiums or conferences (68 percent compared to 49 percent),

networking opportunities (72 percent to 56 percent), and special events that support diversity (80 percent to 52 percent).

These companies recognize that their employees need help balancing their work and personal lives. Many of the Top 25 provide alternative work arrangements to most or all employees. Eighty percent of the Top 25, compared to 60 percent of the non-best, give time off for community service or volunteer activities. They also provide more health and wellness programs and dependent care assistance than the non-best.

—MANAGING A
WORKFORCE,
IANUARY 24, 2000

Among the Top 25, a third compared to 49 percent), JANUARY 24, 2000

Telecommuters save companies money

According to research by the International Telework Association and Council (ITAC), Washington, DC, employers can save up to \$10,000 for each employee who telecommutes. The survey found that employers salvage 63 percent of the cost of absenteeism per telecommuting employee, or \$2,086 per employee per year, based on the average number of days absent on which telecommuters where still able to work from home.

Employers use telecommuting to retain workers who consider working from home an important job consideration. By retaining the employee with this alternative work arrangement, the employer also saves \$7,920 per employee in replacement costs. This number reflects the assumption that organizations spend, on average, one-third of an employee's salary to recruit and train an employee.

The survey also found that telecommuters report productivity gains of 22 percent, equating to approximating \$685 per employee annually.

—ACA NEWS, JANUARY 2000

Conference

Experience

ESM Association's 59th Annual Conference and Exhibit is April 12-16, 2000. Plan to get the most from your conference experience with the following tips:

- Plan ahead. Read all the materials about the seminar, including the conference brochure. Highlight which aspects are of interest to you.
- Create a goal. Ask yourself: What do I expect to get out of the conference? What do I want to learn?
- Write it down. Write pertinent information in your daily planner, such as times, dates, directions, speakers, and your peers' names. Jot down at least two questions to ask the speakers.
- Pack well. Bring the conference brochure, a notebook, your business cards, and multiple pens.
- **Sit up close.** Find a seat in one of the first three rows. This will help you stay focused, allow you to make direct eye contact with the speakers, and let you hear and see clearly.
- Take quality notes. You need not write down everything the speaker says. Instead, jot down key words and phrases that you can build on later.
- Review what you learn. Once you leave a speaker session, take a moment to fill in any fragmented thoughts in your notes. Back at the office, make a complete list of what you have learned and share the information with coworkers.

—THE WORKING COMMUNICATOR, JULY 1999

100 Best

Fortune recently revealed its annual "100 Best Companies to Work for in America." Here are the top 10 (in descending order): MBNA, Goldman Sachs, Charles Schwab, Edward Jones, SAS Institute, Synovus Financial, TD Industries, Cisco Systems, Southwest Airlines, and the Container Store.

-FORTUNE, JANUARY 10, 2000

Feeling Cheated

Fifty-one percent of all American workers feel cheated by their employer in some way, according to a survey released by Stephen Pollan, best-selling author of the book *Live Rich*. Top reasons why workers feel cheated include not being paid comparable wages to others in their industry (25 percent), receiving inadequate vacation time (16 percent), receiving inadequate or no retirement savings (16 percent), not being paid for overtime worked (15 percent), and having no privacy at work or feeling spied upon (14 percent).

—"FEEL CHEATED BY YOUR EMPLOYER?"
JANUARY 21, 2000

Causes of Absenteeism

CCH, Inc.'s Unscheduled Absence Survey shows that, among small businesses, "family issues" is now the leading reason people miss work, accounting for 21 percent of reported absences. "Personal illness," "stress" and "personal needs" each make up 20 percent. About 19 percent of workers call in absent to work because they feel entitled to a sick day.

—AMERICAN DEMOGRAPHICS, DECEMBER 1999

Future of Telecommuting

A study by the Employment Policy Foundation, Washington, DC, states that as many as 25 percent of U.S. workers could be telecommuters or home-office workers by the year 2004. The study also shows that the number of companies offering telecommuting options has risen since the mid-'90s, from 19.5 percent in 1996 to 28 percent in 1999.

—WORKFORCE, NOVEMBER 1999

Privacy please

Among Internet users who have never purchased anything online, 69 percent feel they could be enticed to do so if assured that their privacy would be protected; 65 percent are looking for larger price discounts; and 28 percent want the ability to return a product ordered online to a bricks-and-mortar store.

-RESEARCH ALERT, OCTOBER 15, 1999

Merger Mania

A RHI Management Resources survey found that 68 percent of financial consultants believe the current level of merger and acquisition activity will increase over the next three years. "Increased corporate consolidation will generate stronger competition as cash-rich companies amass greater resources, tap new markets and continue to expand globally," says Cecil Gregg, executive director of the Menlo Park, CA-based consulting firm.

—RHI MANAGEMENT RESOURCES, DECEMBER 20, 1999

Employees Choose Voluntary Benefits

A 1999 MetLife study entitled Employees Welcome Voluntary Benefits shows that 66 percent of employees say it is a good idea for employers to offer voluntary benefits. The study also reveals that employees appreciate the value and conveniences of voluntary benefits, citing the advantages of better rates, payroll deduction, convenience, and faith in the employer to find the best products and services. The types of voluntary benefits usually purchased by employees include dental, disability, vision care, life insurance, accidental death and dismemberment (AD&D), and mutual funds.

-ACA NEWS, JANUARY 2000

Suited up

Almost two-thirds of companies that endorse casual dress have a written dress code, according to the Bureau of National Affairs, Washington, DC. Still, workers are confused about what to wear. "Typically, policies state what is not acceptable, but they don't say what you can wear," says Janice Walls, human resources consultant, JCW Consulting, Bryn Mawr, PA. Manufacturing, technology and communications companies usually have more relaxed dress codes than financial and insurance firms. Tolerance for business casual also varies by region. The East Coast, especially New York City, remains formal, although Wall Street is loosening up, Walls says.

—THE BEACON JOURNAL, JULY 6, 1999

By Vicki D. Sebela

Showing results

Companies prove work/life programs recruit and retain employees

he approaches to recruiting and retaining employees are as varied as the clouds in the sky. However, as employee services providers, you hold the keys to success in the increasingly-competitive, employeedriven marketplace. Your work/life programs recognize and address the needs of your employees. While salaries and 401K plans may spark a potential employee's initial interest, it is often the less-touted benefits of your employee services department that clinch the deal.

Employee satisfaction

"The foundation of our company, and hence our programs, is that we care about the employee as a person all the time, not just 9 to 5," says Jack Poll, CESM, recreation and fitness manager, SAS Institute Inc., Cary, NC. SAS Institute incorporates their philosophy—that people need balance in their professional and personal lives-into their outreach and recruiting efforts. This message is carried throughout the corporate culture of over 6,000 employees worldwide. From the time a new employee enters the door at SAS Institute, they understand that the caring goes well beyond a recruiting tool or a written policy. "At our new employee orientation, we spend two days going over all the benefits," Poll says. "We also take new hires on a tour of our campus, stopping at facilities that house our recreation and fitness program, daycare center, health care offerings, café, and eldercare program. It's okay if they decide not to use the programs and services, but it is important that they know they are here for them," he explains. SAS Institute justifies its investment in employee services by touting a participation rate of more than 70 percent for some of its programs.

SAS Institute constantly evaluates its programs and takes steps to improve them. "We are not in the business of soliciting comments through surveys," says Poll. "However, we do listen to what our employees have to say. If you are always looking for praise, you will never improve your programs. The company that listens to its program participants will tap into a gold mine of great ideas."

SAS Institute always responds to employees who offer suggestions and, whenever feasible, implements employee suggestions. "It is an incredible side benefit to work for a company that cares about you and your suggestions," says Poll.

Boosting morale

The Boeing Company, Seattle, WA, took a slightly different approach to balancing work/life issues by structuring their employ-

ee services through the development of 108 employee clubs. Each club brings together employees with similar interests, from ceramics and pottery to arts and music to health and fitness. Approximately 22,000 of its 80,000 employees currently participate. Each club is self sufficient through dues and fees paid by participants who attend monthly meetings. "We have found there is a great synergy created in our clubs. The positive benefits extend beyond the work and home lives of our employees and often reach into the community," says Bud Fishback, CESM, recreation manager. For example, The Boeing Choir, an employee club, entertains audiences in and around the Seattle area. "These clubs are giving back to the community and bringing greater recognition to Boeing through the talent and dedication of our employees," says Fishback.

The Boeing Company extends its employee services, including employee clubs, to spouses and retirees as well. Via a passwordprotected Internet site, members of all facets of their work/life benefits.

The Boeing Company can explore : attract and then support second : and third shift workers with bene-"I have had comments from spous- i fits and services regularly utilized

"Our ultimate desire is to attract and retain high-caliber employees to meet the needs of our policy holders," says Brenneman.

es thanking me for informing them : of the site," says Fishback. "Many of our employees' family members were unaware of the breadth of benefits available, if they even knew about our programs at all." Fishback emphasizes that even the best work/life employee services package is worthless if not widely and repeatedly conveyed to all eligible employees.

"We know our programs are working when we look at particinumbers." pation Quarterly employee satisfaction surveys repeatedly demonstrate high employee morale that can be equated, in part, to the employee services offered. Fishback cites the first-hand feedback that testifies to the importance of work/life programs. "When you have an employee tell you, without solicitation, that despite receiving offers from other companies, they stayed at Boeing because they could play basketball at lunch, that translates into real dollars saved by our company. In this instance, we retained a valuable employee through a program that promotes physical activity, positively impacts health care costs and potentially reduces stress load, while building camaraderie and company loyalty. It doesn't get much better than that."

Service for all

At State Farm Insurance Company, Bloomington, IL, where around the clock customer service is standard, work/life programs face a different challenge: how to by their daytime counterparts. To attract individuals to fill these critical positions, State Farm offers a variety of creative options and benefits. Sometimes the solutions are as simple as keeping the cafeteria open late or offering takehome meals. Terri Brenneman. superintendent, workforce work/ life programs, says, "Simply changing our dress policy to fulltime business casual has had a very positive impact on our recruiting efforts." Other potential employees may be attracted to the availability of alternative work arrangements, job sharing or employee assistance programs. "As little as three years ago only a handful of our employees participated in alternative work arrangements," says Brenneman. "Now, 26,000 of our 78,000 employees participate in some way."

Through e-mail, regional publications, memos, brochures, and desktop distribution, State Farm conveys its message to employees. "Our ultimate desire is to attract and retain high-caliber employees to meet the needs of our policy holders. By offering flexible workweeks, when it meets our business needs, we retain employees who are more content with their personal situation and, therefore, provide better customer service. In this way everyone wins," she says.

Brenneman warns, "It is not always easy to balance employee needs with company goals. We must remain mindful that we cannot allow employee convenience

to increase expenses. When we can achieve a positive cost/benefit analysis we sometimes have to convince a reluctant manager that the initial expense and adjustment period will ultimately pay off in retaining an employee rather than having to recruit and train a new one."

Powerful impact

To attract and retain quality employees in today's tight labor market, employers must be sensitive to the non-tangible needs of employees. Employers experience significant savings in the areas of recruitment and retention when they treat their human resources as people with lives outside the office, and then offer quality work/life benefits to demonstrate that understanding. As employee services providers, you must consistently communicate the merits of your programs and solicit the feedback of both management and the employees to prove your program's impact on the bottom line.

Vicki D. Sebela is the proofreader for ESM Magazine and the president of Sebco Enterprises, Wheaton, IL. Her byline appears in local newspapers throughout the western suburbs of Chicago, IL. With extensive experience in nonprofit management, she concentrates her talent on assisting others in creatively conveying their message. Contact Sebela at sebco@columnist.com.

Employee Stores
Community Services
Convenience Services
Dependent Care
Recreation Programs
Recognition Programs
Special Events
Travel Services
Voluntary Benefits
Wellness

By John Borja

Interactive games

Businesses give special events a strategic purpose

strategic purpose," according to Martin Greenstein, president, Enchanted Parties, Ronkonkoma, NY. These entertaining and memorable events are designed for employees, clients and the public to recognize company achievements, celebrate holidays and generate new business. Using cutting-edge technology and strategic planning, businesses can use special events to achieve even more, such as sharing new information, recognizing employees and building stronger corporate relationships.

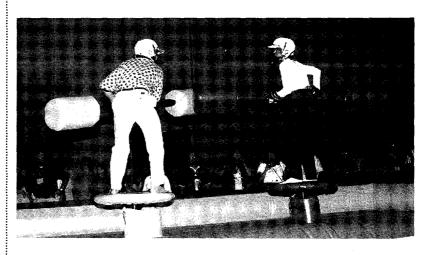
The team approach

Companies are using corporate events as effective tools for team building. As employees' work environments are increasingly dominated by impersonal telecommunication such as e-mail, voicemail and telecommuting, the need to find techniques for enhancing employee camaraderie is even more important. At the dawn of the 21st century, interactive games within corporate events are becoming the leading tactic for meaningful team building.

Before you rush out to purchase the latest video game for your employees, note that video games are not considered interactive. Whereas the former provide entertainment for an individual, the latter focus on group interaction and participation. Interactive games place a premium on employee interaction and communication.

The walls created by a reliance on telecommunications are torn down in the process, and employees begin to work together toward common goals.

Interactive games can include such activities as obstacle course relays and tricycle races. Plan-It Interactive, Pacheco, CA, features Sumo wrestling, where participants dress in giant, padded suits; and Scramble, a version of Scrabble that involves word play and running. "We generally divide the total attendance into teams so that there is a competitive feeling that results in greater interactivity," says Greenstein, whose company features discounts for ESM Association



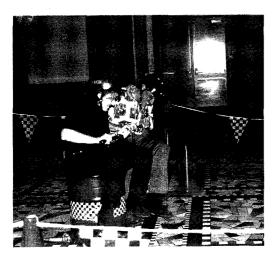
Games, like pillow joust, allow teams to work together toward a particular goal, which in this case is to knock their opponents off a platform.

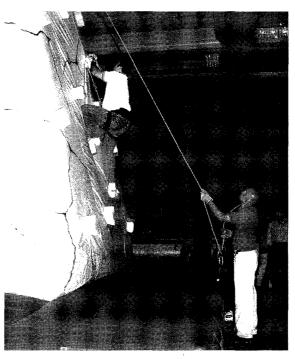
members. Competition is enjoyable when all age levels can participate in playerfriendly games.

Throughout the games, employee interaction increases as the teams recognize the need for solid communication and teamwork if they are to succeed. Corporate hierarchy diminishes as players from all levels of a company get involved in the heat of the action. In the process, company loyalty becomes stronger.

Interactive games can be designed to be both educational and physical. Enchanted Parties accomplishes this feat in two parts with its "Psychophysical Approach." A preliminary seminar is held to discuss the theme or purpose of the

event, such as sharpening listening skills or learning time management. Then, the employees proceed to apply the chosen concept to various interactive games. Learning becomes fun and rewarding. The seeds planted at these corporate events are meant to carry over into the office. The results of one afternoon can stay with the workforce for a long time.





Trust is key as rock climbers rely on spotters to keep them from falling while they attempt to climb to the top of an inflated rock.

Acting out

A less-physical approach to interactive games occurs in the world of improvisational comedy. Organizations such as ComedySportz, Chicago, IL, use humor to unite workers while stressing key work/life issues. Humor is demonstrated as an effective tool for reducing stress at the office. Employees improvise

scenes that are both funny and educational. This type of interaction builds the confidence of its participants as they learn new skills in an entertaining arena. "Theatrical imagination and business ingenuity help to foster personal development," says

Competition heats up as participants race neck and neck on motorized cans.

Stephanie DeWaegeneer, associate producer. "Through improvisational comedy, participants can learn and practice fundamental skills that can lead to fresh perceptions and energized responses in the workplace." she adds. ComedySportz reports that employees who participated in their interactive games more than doubled their job satisfaction rating while increasing their productivity 15 percent.

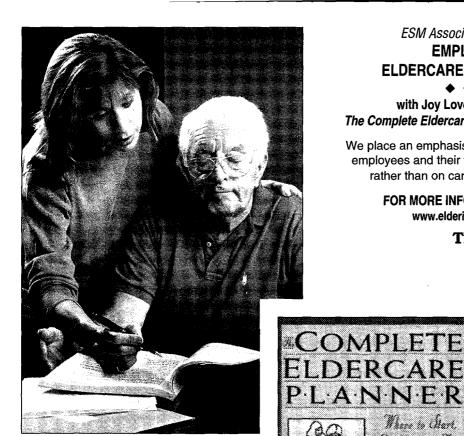
Most interactive game companies will design their own programs for your corporate event, or they will customize their product to fit your intended program.

If your corporate events are typically stuffy affairs, try giving them a strategic purpose with interactive games. An event that sharpens your employees' interpersonal skills and brings them together socially will boost morale and provide you with a higher return on your investment.

John Borja is a Lifetime Member of AIRC, the ESM Association chapter in Burbank, CA. He has been the chapter's newsletter editor for the last eight years. Borja is a past president and past



member of the AIRC Board of Directors. He is also a member of the Editorial Advisory Board for ESM Magazine.



ESM Association Presents

EMPLOYEE ELDERCARE WORKSHOPS

with Joy Loverde, author of The Complete Eldercare Planner (Times Books)

We place an emphasis on the well being of employees and their families as a whole, rather than on caring for the elder.

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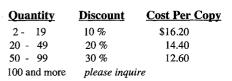
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- · How to Tell if Your Parent Needs Help

- Taking Care of You
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Edigloyer Affishies

How to be the company that everyone wants to work for in your industry

By Joyce L. Giola, CMC

Ithough, in these challenging times, many companies are plagued with high turnover and an inability to attract quality workers, there are still some companies that flourish. These companies are called "Employers of Choice." They have what it takes to recruit and retain quality workers. They are the companies that everyone wants to work for in their industries. But, what does it take to become an Employer of Choice?



The answer lies in how you treat your employees, the community and your clients. It is about creating an image, or corporate culture, that makes your company a great place to work. Although, this feat takes commitment, effort and energy, those companies labeled Employers of Choice will tell you the results are well worth the investment. Read on to learn what it means to become an Employer of Choice and discover the steps that current Employers of Choice are taking to remain leaders in their respective industries by satisfying their employees.

The culture

Employers of Choice have well-established corporate cultures that support high values and standards with a strong sense of ethics, integrity, honesty, and trust. There is an atmosphere of mutual respect and fairness in all dealings. High performance is expected, and even enforced by peer pressure. Employees are expected to do the job right the first time. Not surprisingly, the quality of employees is deliberately high.

Part of what makes a company an Employer of Choice is that their employees also have fun at work. The company celebrates occasions such as birthdays, team achievements, the meeting of company goals, and new product or service launches. It holds costume days and fun events like Crazy Hat Day, Worst Tie Day or even Pajama Day.

There is a strong internal support structure that values collaboration and supports teamwork. The company is receptive to employee suggestions, delivering timely feedback that encourages employees to contribute ideas. Morale is high; employee turnover is low. People work there because they want to; and they invite friends to apply. The enthusiasm is often palpable. Employees look for ways to help each other.

Going hand in hand with an Employer of Choice's strong internal support structure is the absence of status barriers. Oftentimes, business casual dress helps level the playing field. Even the bosses dress casually.

Employees participate in hobby clubs, such as arts and crafts classes or music clubs, where they can meet coworkers with similar interests.

There are no assigned parking spaces. Few of the executives have fancy offices or even large cubicles. There is a collegial atmosphere where everyone is addressed by their first names.

Positive excitement fills the organization, where enthusiasm, team spirit and public recognition are the norm. Always open to new ways of doing business, employers value research and development; and innovation is encouraged. Employers of Choice afford their employees the funds they need to get things done.

A high level of communication also characterizes an Employer of Choice. These companies often feature dynamic information sharing and encourage interaction between departments. Company spirit is not only supported, but emphasized as well.

Enlightened leadership

Visionary leadership is a significant aspect for any company described as an Employer of Choice. Its leaders know where they are going; they have a clear vision; and they communicate that vision well to other employees. These leaders look toward

the future; they are not bogged down in today's details. They are even frequently quoted in the media as being forward-thinking.

Management is also visible. They visit other employees in the field, frequently scheduling networking sions to stay on top of trends. Their open door policy travels with them. Some even have a hotline for employees to reach them directly. These leaders are accessible to all employees, whenever they need advice.



Progressive companies provide employees with outlets for fitness activities.



EmployerofChoice



With the convenience of an employee store, employees can purchase sundries or find a gift for a family member.

Leaders maintain personal communication with workers, acknowledging birthdays, anniversary dates of employment, family events, or graduations. They personally recognize their employees for work well done with letters, notes, phone calls, and personal visits. It is not unusual for them to express the depth of their caring when an employee or loved one is ill or when an employee experiences a death in the family.

Enlightened leaders encourage and embrace change. They are publicly recognized as change agents. Not locked into tradition, they have open minds and progressive attitudes. Their style is one of coaching, not directing. They possess a strong belief that everyone's opinion counts. They walk their talk and everyone knows it; and for this they are respected, not feared.

Care of people

With the recognition of people as the company's most valuable asset, an Employer of Choice features an employee-centered environment, often providing a wide range of services that improve the employees' quality of life. You will find quality working conditions at these companies, with ergonomic furnishings, modern equipment, and coffee and conversation areas.

Some companies, like Compaq Computer, Houston, TX, have over 25 different clubs and special interest groups. Whether their interests lie in exploring the wild blue yonder in an airplane, the depths of the ocean in scuba gear or the myriad of branches on their family trees, Compaq Computer employees are afforded various opportunities to socialize with like-minded folks among their 15,000 coworkers.

Tuition reimbursement programs and corporate universities are becoming fairly commonplace.

They also own a recreational park that is solely for employee use. This special family retreat features picnic grounds, volleyball courts, softball fields, and a lake for boating. Canoes and pedal boats are all available for use.

On the other hand, Eddie Bauer, Redmond, WA, offers a wide range of convenience services for its employees. From on-site pick up and drop off of dry cleaning and film to a special room with breast pumps for new moms, the company goes out of its way to help employees balance their work and personal lives. For those employees who want to shed a few pounds, the company even offers on-site Weight Watchers At Work meetings.

Another employee service worth mentioning is the special way Eddie Bauer treats new moms and dads. They receive two weeks of parental leave at full pay. This benefit is also available to adopting parents, who receive up to \$2,000 in cost reimbursement in addition to parental leave. But by far, the most thoughtful gifts the company provides are an Eddie Bauer diaper bag and a company-paid visit from a nurse within 72 hours of return from the hospital. The nurse is there to answer any questions that the new parents have and help them feel comfortable with their new baby.

Eddie Bauer's latest service offers its employees additional value. Through ESM Association's Employer Sponsored Value Plan (ESVP) Resource, Eddie Bauer employees have access to discounts on a wide variety of items including mortgage rates, golf clubs, cell phones, cars, restaurant meals, and much more.

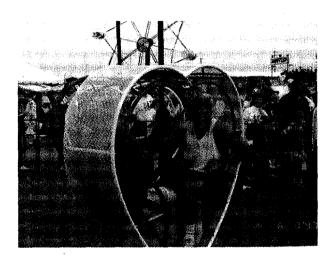
Microsoft Corporation, Redmond, WA, also offers ESM Association's ESVP Resource. This program is aligned with their corporate culture, which emphasizes flexibility. The company promotes flexible scheduling, where each employee works with his/her supervisor to establish their working arrangements including hours and location. Supervisors focus on the results, not simply on hours in the chair. Microsoft has also moved to greater flexibility in their perks. For example, instead of offering a one-day, company-sponsored family event at the zoo, Microsoft employees may visit the zoo at a discounted rate with their families at any time.

Growth & opportunity

Smart employees recognize that they must stay marketable if they are to be successful in today's fastmoving and ever-changing environment. Employers of Choice value continuous learning. Tuition reimbursement programs and corporate universities are becoming fairly commonplace. Smart companies send their employees to off-site semi-

nars regularly and ask them to share their knowledge upon returning to the office.

The Leadership Institute at Federal Express, Memphis, TN, offers a number of professional development courses. These courses fall under the three basic areas of Core Management Principles, Outdoor-Based Learning, and Electives. Within 45 days of entry



Special events bring employees and their families together, which generates a sense of pride in the company.

into management, every new manager must participate in a Core Management Principles class. Participants explore the various dimensions of leadership issues facing the corporation. Through experiential activities and group discussion, participants share knowledge and gain insight into such topics as teamwork, risk-taking, diversity in the workplace, and situational leadership.

On-site libraries of books, audio tapes, and video tapes also encourage employees to continue learning. Some companies even offer book discussion groups.

A better place

An integral part of being an Employer of Choice is demonstrating a high level of social consciousness, both for global and local causes. This is reflected in a number of ways, first, in a company's attempt to be environmentally conscious by recycling and reducing resource consumption, second, in its participation in local and global outreach programs such as local food banks and soup kitchens, Operation Smile, Habitat for

Employer of Choice

Humanity, and Gift of Sight. Rather than just contributing dollars, Employers of Choice contribute the time, energy and expertise of their employees. Workers who participate gain a deep sense of giving as a community, which makes them proud to be employed by their company.

Compensation and benefits

While employees want to receive competitive pay, they are quick to add that money is not their primary reason for changing jobs. Employees want to be paid what they are worth, compared to other companies located in their community. They want to receive performance-based pay with bonuses and incentives for profit-related accomplishments. They want equity opportunities like stock options or employee stock ownership and profit sharing.

Employees who work for Employers of Choice expect a certain level of insurance coverage, including health, major medical and life insurance. In fact, more



Corporations like Johnson Wax A Family Company, Racine, WI, allow their employees to rent a companyowned vacation cottage for weekend getaways.

Employers of Choice are implementing cafeteria-style benefit programs where employees choose how to spend their benefit dollars.

Well worth the effort

Hopefully, your corporation is already offering many of these employee services and, therefore, can be considered an Employer of Choice. In this case, the investment of your time and resources to become an Employer of Choice have paid off handsomely for your company, your employees and the community. If you have not reached Employer of Choice status, now is the time to initiate an action plan. Gain an edge over the competition by investing in employee services as a way to recruit and retain employees. You will be glad you did! **esm**

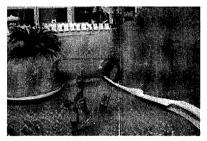
Strategic Business Futurist Joyce L. Gioia is president of The Herman Group, a Greensboro, NC-based firm of Certified Management Consultants. Gioia is the coauthor of Lean & Meaningful: A New Culture for Corporate America. With her partner, Roger E. Herman, she is writing a new book, How to Become an Employer of Choice (Oakhill Press, February, 2000). Don't miss ESM Association's Annual Conference and Exhibit, April 12-16,



2000, where Gioia will present her keynote address entitled, "How to Become an Employer of Choice." Contact her at (336) 282-9370.

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Ask Your Peers for Advice with ESM Association's E-mail Service

- Q. We have held a quarterly brunch to recognize employees. How can I change the format of the event to show employees more appreciation?
- Q. What is everyone doing for Take Our Daughters to Work Day?
- Q. I'm trying to make my employee services department more of an electronic self-serve operation. How do other ESM Association members present their websites to employees?

These are just some of the questions presented and answered by ESM Association Headquarters and peers through ESM Association's E-mail Service.

If you want to be on the list to receive answers to these questions and to ask your own questions via e-mail, plus receive announcements of special promotions from our website sponsors, complete the attached form.

Yes,	sign me up for ESM Association's E-mail Service)
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Fax form to ESM Association: (630) 368–1286 or e-mail this information to chelson@esmassn.org

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Companies promote wellness through national holiday

By Mike Niederpruem, MS, CSCS

ational Employee Health and Fitness (NEHF) is a national health observance. Specifically designed for businesses, companies, organizations, agencies, and departments, NEHF celebrates and advocates physical activity and healthy lifestyles among employees. NEHF was created 12 years ago by the National Association of Governor's Councils on Physical Fitness and Sports (NAGCPFS), a nonprofit association. NAGCPFS' mission, in part, is to promote physical activity and healthy lifestyles throughout all 50 states and U.S. territories.

Why promote health at work?

The status of your employees' physical health can influence the bottom line. When employees are physically inactive and make poor nutritional choices, the costs to the company are significant, both from a quality of life and financial perspective. As a result, your company may experience higher health and medical costs, excessive absenteeism, increased employee turnover, low employee morale, and less than optimal productivity. National estimates of these costs range between \$150 billion and \$200 billion each year.

On the other hand, encouraging your employees to maintain healthy lifestyles can reduce health risks, as well as lower the amount of dollars spent managing health problems associated with physical inactivity.





Imagine the cost savings for your company when health promotion reduces health insurance claims, lowers absenteeism and turnover, and improves employee morale and productivity by empowering your employees to be more physically active.

As our society becomes increasingly sedentary, it is important for companies to champion healthy lifestyles in the workplace. Since we spend a majority of our waking hours working, what better place to begin improving one's physical activity and dietary habits than at work?

For these reasons, many agencies and businesses have developed their own worksite health promotion program by celebrating National Employee Health and Fitness Day as a way to educate employees and management on the benefits of regular physical activity. Although the holiday is officially the third Wednesday in May (NEHF 2000 is May 17th), NEHF can be celebrated any day of the year. Since its inception, more than 3.5 million employees throughout the world have participated in NEHF activities.

Getting Started

Participating in National Employee Health and Fitness and creating a worksite health promotion program can involve minimal cost and time. Visit the NAGCPFS website at www.physicalfitness.org, and download a free resource guide. You can also order an official NEHF 2000 Event Planning Kit (\$34.95° plus shipping and handling). To ensure that your employees

have opportunities to remain physically fit, you may consider developing a complete employee wellness program. This program could be as extensive as having an on-site fitness center with a dedicated staff or as simple as offering employees discounted memberships to local health clubs. Remember, the bigger the investment your company makes in the health of its employees, the greater return on that investment your company can expect over time.

Programming Ideas

Once you have decided to celebrate National Employee Health and Fitness Day, you must determine how to do so. Try developing ideas that will energize and motivate your employees to become and stay physically active. Here are some ideas for implementing an exciting NEHF event at your workplace:

Let the Employees Decide—That's right! Ask for input and creative ideas from those people who are going to benefit the most—your employees. Create an informal committee to help brainstorm activities for your NEHF event. Don't forget management, as they may have some great ideas too.

Enroll the Community—Ask neighboring businesses to participate in your celebration and help share the cost. Solicit contributions from community partners, such as donations of healthy foods and beverages from local groceries and restaurants, or physical activity-related prizes, such as workout clothing or equipment from local sporting goods stores.

Health Nuts

Invite the Local Media— Everybody enjoys positive publicity. Invite local radio and television stations to perform live broadcasts from your celebration. Distribute press releases promoting the event and consider asking the mayor of your community to recognize NEHF Day by presenting your CEO with a proclamation.

Register Your Company for the Let's Get Physical Challenge—This event is an eight-week, interactive and educational program designed by NAGCPFS to promote physical activity and healthy nutrition. Plan your Lets Get Physical Challenge to either end or begin on May 17, NEHF 2000. Everything you need to implement and administer this program at your company is available

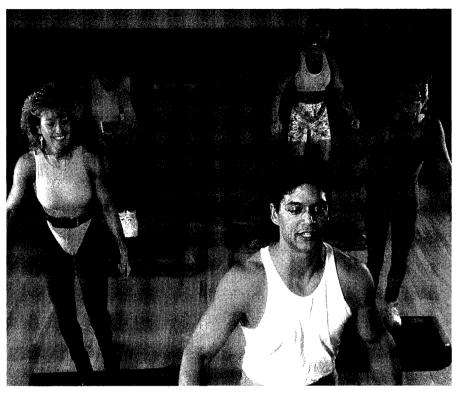
at the NAGCPFS website, www.physicalfitness.org.

Contact Your State Council —Many states have a State Council on Physical Activity and Health. These councils can provide advice on programming ideas and inform you of other NEHF celebrations throughout your state. Some councils offer additional resources, such as contacts for free health and physical activity brochures, or they may even list your event in their calendar. For more information on your State Council, visit the NAGCPFS website.

Ongoing Ideas

Once you have generated an interest in health and fitness among your employees for one day or week, help them improve their health throughout the year. Try any or all of the following ideas and your employees will be on their way to healthier and more physically active lifestyles:

- **1.** Ask your managers or supervisors to consider offering flexible work hours so employees can workout before or after work, or during lunch.
- **2.** Lead gentle stretching exercises during work breaks throughout the day. Many of these can be done while sitting at a desk.
- 3. Pair coworkers as fitness buddies.
- 4. Plan a special weekend of physical activity, away



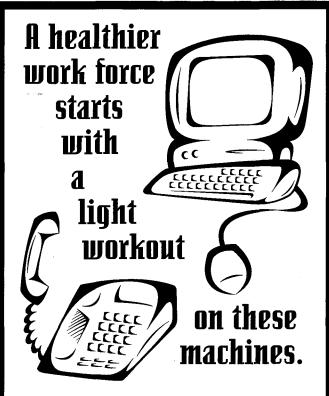
from the office, for employees and their friends and families.

- **5.** Request that employees keep a log of the physical activities they perform each month and hold a contest to determine who is the most physically active.
- **6.** Ask employees to demonstrate their favorite physical activities to their coworkers. Set time aside during lunch or extended breaks so employees can share their love and knowledge of a specific sport or exercise regime.
- **7.** Create incentives for employees to use the stairs regularly instead of the elevator.
- **8.** Provide incentives for employees to park farther away from the entrance to your company and walk across the parking lot.
- **9.** Involve the family. Ask the spouses/significant others of your employees to help support your employees' commitment to physical activity. Acknowledge their support as well.
- **10.** Randomly reward and acknowledge your employees for being physically active. Remember, you do not need a special contest or occasion to recognize someone's efforts. Surprise them!
- 11. Create recreational sports teams or leagues for your company. It is surprisingly simple, and many of your employees may be waiting for an opportunity to play ball.

- **12.** Occasionally, provide free breakfast to your employees to support healthy eating. This does not have to be expensive or elaborate. Try multi-grain bagels, low-fat cream cheese and orange juice. You would be surprised at how many employees simply grab something high in fat at the drive-through on the way to work or do not eat breakfast at all.
- **13.** Reward employees who pack their own healthy lunch instead of eating out.
- **14.** Provide free healthy snacks during breaks, such as fruit, bagels, juice, or yogurt.
- **15.** Encourage and reward employees who walk regularly during lunch. Lead by example and join them.

There is no better time than now to commit to the well-being of your employees and the bottom line of your company. Creating a worksite health promotion program does not have to be costly or time-consuming, and best of all, you can begin right now. The benefits for both the employees and the employer are substantial. Promoting exercise and good nutrition will not only boost the morale of your employees at work, but also throughout all aspects of their lives. Contact the NAGCPFS today by visiting their website at www.physicalfitness.org to download your free resource guide, or call (317) 237-5630 for additional information. **esm**

Mike Niederpruem, MS, CSCS is the director of national programs and communications at the National Association of Governor's Councils on Physical Fitness and Sports (NAGCPFS), Indianapolis, IN. For more information, contact the National Association of Governor's Councils on Physical Fitness and Sports at 201 S. Capitol Ave., Suite 560, Indianapolis, IN 46225, (317) 237-5630, www.physicalfitness.org.



By just picking up the phone or clicking on a mouse, you can join thousands of companies throughout the U.S. who are reaping substantial benefits by participating in the **National Employee Health & Fitness** program. Lower healthcare costs, fewer medical claims, lower absenteeism, and more productivity are just a few of the many benefits your company can gain through a healthier work force.

Call or log on today for your National Employee Health & Fitness Resource Guide which will help you implement a fitness awareness program that can improve your organization's health, morale and bottom line. And since May is National Employee Health & Fitness Month, the time to start putting together a program for your company is now!

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National Employee Health & Fitness

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www.physicalfitness.org



National Association of Governor's Councils on Physical Fitness and Sports

Individual Membership

ESM provides discounted services to multiple company representatives

By Jean Wilson & Jamie R. Kelly

a san ESM Association Organizational Member, do you find yourself passing along the employee services information you receive to coworkers in your department? Do you know employees at your company site who would benefit from ESM Association's resources and professional development opportunities? ESM Association understands that there are probably additional employees at your company site who oversee employee services-related programs. To better serve your organization's employee services and work/life resource and development needs, we are introducing a new membership category called Individual Membership. This member benefit allows your coworkers to join ESM Association at a discounted rate.



Why Individual Membership?

As ESM Association members and Employers of Choice, you understand that employee services are solutions to Corporate America's increasing recruitment and retention issues. You also recognize that unified employee services efforts play an integral role in increasing productivity and boosting morale.

This is your opportunity to advance the employee services profession by pooling your workforce and strengthening your company's employee services initiative. Now is the time to meet with your company's employee services staff, employee association volunteers, human resource managers, and more, to let them know about the benefits of joining ESM Association.

The Ten Components of a Well-Rounded Employee Services Program

employee services management



ASSOCIATION

Employee Stores
Community Services
Convenience Services
Dependent Care
Recreation Programs
Recognition Programs
Special Events
Travel Services
Voluntary Benefits
Wellness

Now all of your coworkers whose responsibilities fall under these Ten Components can join ESM Association at a discounted rate!

0 & A

Here are some common questions and answers about ESM Association's Individual Membership:

Q. What are the requirements for an Individual Membership?

A. This membership category is structured specifically for employees of ESM Association Member companies. The Individual Member candidate is not the current member contact at your company, but a coworker who provides at least one employee service. The coworker must work at the same company site as an ESM Association Organizational Member to be eligible. Individual Members receive ESM Association materials directly, without having to rely on the current member contact to forward the materials. The benefits of Individual Membership allow all of the employee ser-

vices providers at your company to grow professionally and stay abreast of the trends in this exciting field at a discounted rate.

Q. Who are likely prospects for Individual Membership?

A. Candidates for Individual Membership include:

- Employee services staff members
- Employee association volunteers
- Employee services supervisors
- · Human resource managers
- Work/life managers
- Diversity managers
- Work/life taskforce or committee members
- Anyone responsible for one or more of ESM Association's Ten Components (see Chart A)

Q. What do Individual Members receive with their membership?

A. The Individual Member will receive the following member benefits:

- ESM Magazine
- ESM Association's Buyer's Guide
- Discounted rates to attend the Annual Conference & Exhibit
- Discounted rates to attend ESM Association's Work/Life In Motion Events
- Discounted rates on ESM Association's books, video tapes and audio tapes
- Participation in ESM Association's E-mail Service
- Research assistance
- Personal counsel and advice from ESM Association's Member Services Department



Individual Messice ishio

- Opportunities to network with thousands of employee services managers
- Q. What is the cost of Individual Membership?
- **A.** The discounted Individual Membership rate is \$95. Individual members receive a year's worth of member services and benefits at almost 60 percent off the Organizational Member rate!

The membership fee covers one calendar year, regardless of personal circumstances such as job changes. After one year, a renewal notification invoice will be sent to the Individual Member.

Q. Is my membership still valid if I transfer to a different company during my year of membership?

A. Individual Membership resides with the employee, not the employer. Individual Members can transfer their membership to another company during their membership year. Once the Individual Membership expires, those Individual Members who have transferred companies can only renew at the Individual Member price if their new employer is an ESM Association Organizational or Chapter Member. If



the new employer is not an Organizational or Chapter Member, the employer must purchase one of these memberships before its employees can be eligible for Individual Membership.

Call to action

As an ESM Association member company, it should be your goal to encourage your employee services staff members to expand their knowledge of the trends and innovative ideas in the employee services industry. Take note of the employees in other departments of your company who oversee projects that could be considered employee services and work with them to unify your goals. Invite them to reap the benefits of belonging to the only professional organization dedicated to employee services— ESM Association.

Jean Wilson is director of member services for ESM Association Headquarters, Oak Brook, IL. She can be reached at (630) 368-1280 or jeanwilson@esmassn.org.

Jamie R. Kelly is manager of member services for ESM Association Headquarters, Oak Brook, IL. She can be reached at (630) 368-1280 or jamiekelly@esmassn.org.



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ESM Association, 2211 Y FAX: 630-368-1286, E-Ma	ork Road, Suite 207, Oak Bro ail: esmahq@esmassn.org, l	ook, IL 60523-2371, P JRL: http://www.esma	'hone: 630-368-1280, assn.org

Conference Highlights

ESM Association features practical solutions to work/life issues

By Peter N. Wolak

et your notebook, pens and business cards ready for ESM Association's 59th Annual Conference and Exhibit, April 12-16, 2000 at The Adam's Mark Hotel, Denver, CO. Be prepared to learn many innovative concepts and practical solutions to work/life issues. Presentation topics will concentrate on ESM Association's Ten Components, while the largest strategy exchange sessions in conference history will encourage peer interaction. The conference's focused learning environment offers concurrent sessions allowing attendees to customize their conference schedule. Innovative speakers will cover the broad spectrum of issues facing employee services providers today. The following descriptions are a sample of the range of exciting sessions.



Speaker: Richard Hadden Co-author, Contented Cows Give Better Milk: The Plain Truth about Employee Relations and Your Bottom Line

Contented Cows Give Better Milk

Have you ever wondered how the most profitable companies in the country achieved their success? Some did it by creating an irresistible workplace. Keynote Speaker Richard Hadden will tell you how

companies that are known as Employers of Choice keep their workforces committed, productive and profitable, and how your company can too. Learn how to reduce turnover, build commitment and boost your profits in this entertaining and content-packed presentation.

How to Reap 'Em and Keep 'Em

Many of today's managers are losing sleep over their inability to find and keep talented workers. In this interactive session, you will learn about the three R's: Reputation, Recruitment and Retention. Based on ideas offered by Hadden and fellow audience members, discover how to find the best employees in the business and keep them at your company.



Speaker: Joyce Gioia, CMC President, The Herman Group

How'to Become an Employer of Choice

Do you find it easy to attract quality employees and optimize their abilities? Do you enjoy low turnover?

High morale? If so, congratulations, you are probably an Employer of Choice. If not, you will want to attend this special keynote session and discover what it takes to become an Employer of Choice. In her lively presentation, Joyce Gioia will explain how Employers of Choice share a culture of caring about their people, which they express through a wide variety of employee services offerings. If you would like to learn how to make your company an Employer of Choice, you must participate in this discussion.



Speaker: Laura Stack, MBA President and owner, Celebration Presentations

Keep Your Job, Your Family and Your Sanity

Successful people do not trade personal satisfaction for profession-

al achievement—they know that high performance depends on both. To avoid peaks and valleys in your productivity, you must learn to balance the demands of your work and personal life without sacrificing either. This keynote presentation teaches behavioral strategies and lifestyle tactics that help you work at a realistic level. You will learn how to eliminate ridiculous standards, schedule your day realistically, listen to your emotions, and evaluate your true priorities.



Speaker: Joy Loverde Author, The Complete Eldercare Planner

Eldercare: How Are You Going to Approach Your Parents?

Bringing up sensitive issues with your parents, such as their financial

stability, living arrangements and driving skills, is not easy. No one wants to discuss these unpleasant topics while mom and dad seem self-sufficient. The truth is you may be avoiding a much-needed discussion about the future only because this process could upset you and your parents now. However, not having any answers—or the know-how to influence your parents

Exhibitor's Session

Winning Strategies for Successful Exhibiting

Speaker: Brian J. Young
Sales management consultant/trainer,
INCOMM International

Over 56 percent of your exhibiting success depends on the performance of your exhibit staff. Brian Young will provide the "Seven Proven Tips," designed by Allen Konopacki, that are guaranteed to improve your exhibiting results at ESM Association's Annual Conference and Exhibit.

You will learn:

- new techniques for attracting prospects to your exhibits
- the best opening line to attract prospects in a few seconds
- more than fifty visual examples that show what works and what doesn't

As a salesperson, Young succeeds in increasing his sales 200 percent each year by using many of these same skills. See why his methods are the model for positive selling techniques.

to do what is best—will negatively impact the financial and emotional stability of your family. When is the best time to talk with parents? The answer is right now—while they can make their own decisions, and while crises are not raining down on everyone. Many eldercare emergencies could be avoided if you *plan* rather than *react* to the situation. Joy Loverde, work/life eldercare expert, will explore simple conversation starters to use now, plus tips on averting conflict.



Speaker: Rick Avramis, Ed.D.
Principal instructor/facilitator and
deputy coordinator for the
Organizational Effectiveness
Department, Boeing Space and
Communications Group

What Motivates Employees?

If you are a leader of workers, motivation should be one of your primary concerns. What motivates employ-

Conference Highlights

ees? This question represents one of the most challenging issues for managers. The obvious answer, of course, is money. But, is that the right answer? This session will discuss motivation theory and present a different response than what you might predict. As we embark on the new millennium, the call for leadership in Corporate America will be answered by those who understand what motivates employees. If you believe money is the motive, you cannot afford to miss this presentation.



Speaker: Christina Samycia, MS Owner, Wellness Innovations

Shape Up Your Bottom Line

A wellness program can shape up your bottom line by:

- lowering insurance costs
- increasing productivity
- decreasing accident rates
- lowering employee absenteeism
- lowering worker's compensation rates

This session will show you how to design and implement a successful wellness program. You will learn about health fairs, brown bag topics, exercise incentive programs, and promotional ideas that ensure participation. Christina Samycia will teach you innovative techniques for making your program cost-effective and successful.



Speaker: Michael P. Scott President, Empowerment Unlimited, Inc.

Trends Transforming the Future of Employee Services

The year 2000 and the new millennium promise to unleash a

tidal wave of explosive changes impacting your role as an employee services professional. In this session, you will engage in an interactive peer exchange regarding the seven most significant trends impacting employee services. Discover proven tools for effectively preparing and responding to these transformations. You will learn how to strategically position your role in your company in preparation for the challenges and opportunities of tomorrow.



Speaker: Lynne Schwabe Owner, Lynne D. Schwabe & Company

Shopper Stoppers

Good visual merchandising focuses the customer's attention on the product and helps the customer

decide what to buy. Examine new options for displaying products by calendar, activity, themes, and more. Lynne Schwabe will also share secrets on how to find store props for pennies.

Made Ya Look, Made Ya Look

Effective visual merchandising is about what you do after you do what everyone else does. Learn how your store's look sends messages to customers and how you can take advantage of what you know about your customers to make them see and buy your merchandise.



Speaker: Jack Poll, CESM Recreation and fitness manager, SAS Institute, Inc.

Impacting Corporate Culture Through Employee Services

In this session, ESM Association member Jack Poll, CESM, will

demonstrate how the employee services programs of SAS Institute, the world's largest privately-held software company, are designed to help employees balance their personal and professional lives. Poll will explain his company's philosophy and how it relates to the company's culture. Discover how to position employee services as a retention tool.

Register today

Plan to join us for this year's conference experience, and take home all of the information, resources and contacts you need to run a successful employee services program. ESM Association's Annual Conference and Exhibit is the only place you will find employee services programming ideas and the latest products and services in the industry all in one powerful event. See page 5 to view the conference schedule and fill out a registration form for you and a coworker.

Peter N. Wolak is editorial assistant for ESM Magazine. He can be reached at (630) 368-1280 or peterwolak@esmassn.org.

Turn to page 5 to view the conference schedule and register today!

Human resource professionals receive leadership award

he National Academy of Human Resources (NAHR), based in Santa Fe, NM, recently announced its eighth class of Fellows, an honor considered the most prestigious in the human resource field.

The seven individuals named to the 1999 class represent a wide range of professional backgrounds and are among the field's top practitioners and scholars. "Continuing our tradition of recognizing the nation's top human resource leaders, we enthusiastically welcome these leaders as NAHR Fellows," says Harold W. Burlingame, chair of NAHR and executive vice president, AT&T. "Their high standards, creativity and contributions to their organizations and the human resources profession are well recognized by their peers."

This year's class

Here are NAHR's 1999 class of Fellows:

- Russell L. Crane, senior vice president, human resources and administration, PPG Industries, Inc.
- Joan M. Crockett, senior vice president, Allstate Insurance Company
- Dennis M. Donovan, senior vice president, human resources, Raytheon Company
- Arnold F. Kanarick, Ph.D., executive vice president and chief human resources officer, The Limited, Inc.
- Rosabeth Moss Kanter, professor of business administration, Harvard University

- Michael P. Morley, director, human resources and senior vice president, Eastman Kodak Company
- Edward E. Potter, Esq., president, Employment Policy Foundation

Academy members select Fellows based on their achievements, sustained excellence and contributions to the broad field of human resources. The Fellows are from a variety of public, private and nonprofit organizations. In addition to human resource practitioners, candidates eligible for NAHR Fellowship include those in human resource-related disciplines, such as scholars, lawyers, journalists, and consultants, whose contributions warrant their peers' recognition.

Top Talent



The 1999 Fellows are (from left to right) Dennis M. Donovan, Michael P. Morley, Joan M. Crockett, Arnold F. Kanarick, Ph.D., Russell L. Crane, and Edward E. Potter, Esq. Not pictured: Rosabeth Moss Kanter.

Honored Institution

Also, this year the Academy recognized the Institute of Personnel and Development (IPD) as an NAHR Honored Institution. The IPD has nearly 100,000 members in the U.K. and Ireland. It is a preeminent professional institute for those involved in human resource management and development in countries around the world.

The National Academy of Human Resources was established in 1992. Through Academy Foundation-sponsored educational programs and research projects, the NAHR plays a key role in expanding the knowledge base of human resource professionals and supporting achievements in human resources.

Since its inception, the NAHR has honored 76 human resource professionals as Fellows. The Academy named the following individuals as Distinguished Fellows, NAHR's highest honor:

- Madelyn Pulver Jennings, retired senior vice president, personnel, Gannett Company, Inc. (1998, Fellow Class of 1992)
- Howard V. Knicely, executive vice president, human resources and communication, TRW Inc. (1997, Fellow Class of 1992)
- Walton E. Burdick, retired senior vice president, personnel, IBM Corp. (1995)
- The Honorable John T. Dunlop, Harvard professor and former U.S. secretary of labor (1994)
- William Emerson Brock, former U.S. senator and secretary of labor (1993)
- Frank P. Doyle, retired executive vice president, General Electric (1992).

For more information on NAHR, contact William Stewart Johnson, president of the Academy, at (505) 983-5603, fax (505) 989-1556, e-mail NAHRJOHNSO@aol.com, or P.O. Box 4577, Santa Fe, NM 87502-4577.

employee services management



Employee Stores

Community Services

Denvenience Services

Dependent Care

Recreation Programs

Recognition Programs

Special Events

TravelServines

Voluntary Benefits

Welliess

Formerly



Employee Services Management (ESM) Association, formerly the National Employee Services and Recreation Association (NESRA), is a pengrotit association that serves as an information resource network for over 3,000 members nationwide. These members are responsible for implementing and maintaining a diverse range of employee services. ESM Association believes that employee services. as practical solutions to work/life issues: are essential to sound business management. These programs improve relations between employees and management, increase overall productivity, boost morale, and reduce absenteeism and turnover. The association produces a magazine, Employee Services Management, offers resource appearation, nosts a National Conference & Exhibit and has nearly 50 local Chapters. olus much more.

To receive information about becoming a member of ESM Association, contact:

Jean Wilson, Director of Meinter Services
ESM Association
2214 York Roed: Soits 207
Oak Brook, IL 60523-2374
630-368-1280 • 630-368-1286 FAX
e-mail: Jeanwilson@esmassn.org
http://www.esmassn.org



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By Michael P. Scott

Stressing stress management

Companies boost productivity by helping employees manage stress

tudies continue to indicate that stress is a constant in the lives of many employees. This should come as no surprise when we consider our own daily, first-hand accounts with the accelerated pace of life. Perhaps we should be heeding the advice of comedienne Lilly Tomlin who once remarked, "For fast-acting relief, try slowing down."

Consciously putting on the brakes may be the answer for some, but a stress reduction strategy that is aligned with an overall work/life initiative may be the best solution for today's hurried workplace. Ideally, this strategy should focus on helping employees achieve whole life integration of their body, intellect, psyche, and spirit. As business leaders recognize the impact of stressed workers on organizational profitability and productivity, the success of stress management initiatives increasingly rests in the hands of employee services providers.

Christina Samycia, MS, owner, Wellness Innovations, Schaumburg, IL, says, "Stress has been shown to clearly have an impact on a company's bottom line, particularly when you consider that an estimated 75 percent of all health claims are stress related. When you add the fact that an estimated 1 million workers miss work each day due to stress, that's significant."

Many experts believe that the need of many families to have two incomes is generating a great deal of stress. Much of this load is falling on women who still maintain the majority of family responsibilities while taking on roles in the workplace that were not common 10-15 years ago. Roper Starch Worldwide, a Harrison, NY-based survey research consulting firm, conducted a survey of nearly 30,000 people that found women around the world, particularly mothers, are more likely than men to say they feel stressed. The study also found that full-time

working mothers with children under age 13 report the most stress. In fact, 21 percent of the women surveyed say they experience an immense amount of stress as compared with only 15 percent of the men in the same survey.

Are you looking for some practical ideas for stressing stress management as a part of your overall work/life efforts? Here are a few suggestions:

1. Supervisory/management training: Initiatives that help employees manage stress at work and at home will be ineffective without the support of management. Begin your efforts by training managers and supervisors on the importance of issues like scheduling flexibility. For example, Phoenix Home Life Mutual Insurance Company, Enfield, CT, trains supervisors in 10 three-hour sessions on work/life issues. Managers role-play with



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Work Life

each other to practice expressing their support of work/life programs, and they discuss how to manage a successful business while being flexible.

- 2. Resources: Establishing a library where employees can check out books, audio tapes, and video tapes, is an inexpensive and helpful employee services resource. The National Institutes of Health Work and Family Lifestyle Center, Bethesda, MD, offers a wide variety of resources in areas such as time management training, eldercare assistance and parenting tips to help employees manage stress. Visit their website at http://wflc.od.nih.gov for creative techniques for helping employees eliminate stress.
- 3. Wellness programs: Have you considered hiring professionals to offer programs and provide employees with one-on-one assistance? Carol Remington, manager, employee services, Global One, Reston, VA, says her company invites a reflexology therapist to their site once a week to help stressed employees return to their normal state of equilibrium. They also offer Lunch and Learn seminars, blood pressure screenings, wellness bulletins, and health fairs as a part of their overall stress management initiative.

You recognize the important role that employee services plays in helping employees reduce stress at work and at home. You have the creative resources to offer some targeted programs that will meet the needs of your workforce. Now, it is up to you to take action and promote the benefits that stress reduction can have on your employees' lives and your organization's bottom line.

Michael P. Scott, is president of Empowerment Unlimited, Inc., South Bend, IN. He is a regular columnist for ESM Magazine and has been a frequent speaker at ESM Association's Annual Conference & Exhibit, as well as for various chapters nationally. Scott is one of three speakers for ESM Association's Work/Life in Motion Event. He is the author of the recently released book, Catch Your Balance and Run: Proven Life Management Strategies To Assist You In Today's Fast Paced World. Contact Scott regarding articles that would be useful in addressing your most pertinent work/life issues at power2u@ix.netcom.com.

Buyer's **Guide** Update



ere's a listing of new National Associate Members. Keep these updates with your complete *Buyer's Guide*, published in the July 1999 issue of *ESM Magazine*, or view our updated Buyer's Guide at www.esmassn.org.

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Consumer Credit Counseling Service of Greater Dallas (CCCS), a non-profit organization, provides budget counseling, debt management plans, housing counseling, and financial education services. Obtain counseling in person, by phone or by mail. Educational services are provided onsite or through interactive media technologies.

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Contact: Larry Colcy

Adequate resources can reduce employee absenteeism related to caregiving responsibilities. This Internet community provides information, support and an on-line healthcare store for family caregivers. ESM Association Members will receive 25 percent off their first purchase.

CONTINUED FROM PAGE 44



- **5.** Add a quotation, graphic, cartoon, or seasonal reminder to memos and fax cover sheets. Make them fun and interesting. Take this opportunity to make an impression, differentiate yourself and communicate your company's ideas and values.
- 6. Create a company mascot that expresses the spirit of your organization. For example, Philadelphia, PA-based Rosenbluth Travel uses a salmon as their company mascot because they are always swimming upstream. Their employees give clients such gifts as salmon stuffed animals and salmonshaped chocolates. A salmon pin is their highest internal award.
- 7. Have a Laugh-a-Day bulletin board where you display appropriate cartoons and humorous writings. You may also want to keep a fishbowl of cartoons and jokes in the reception area of your organization to encourage visitors to smile while they wait. Research has shown that the most productive workplaces have at least 10 minutes of laughter every hour. Do people enjoy themselves at your workplace?
- **8.** Designate one room as the company Whine Cellar, the place for anyone to go who is having a bad day or wants to gripe. Put a sign on the door and have fun decorating it. Bring in stress toys, stuffed animals, cartoon books, and even treats. When someone is crabby, suggest they spend some time there. It could become everyone's favorite hangout.

- 9. Post street signs to name hallways in your building. Choose names that communicate your company's mission. By making these philosophies visible daily, employees will constantly be reminded of the organization's foundation. You may also want to name hallways after valued employees.
- 10. Plan a "Bring Your Family to Work" day. Be sure to include activities for different age groups. Younger children will love sending a fax to someone, stuffing envelopes, copying documents, or running errands. Older children will want to learn more about the actual business of the organization. You may even consider asking the children to role play their parents' jobs. This will help them gain an understanding of what their parents or relatives do each day. Mimic some of the same agenda items used at new hire orientations and company site tours. If employees have the full support of their families, especially during stressful times at work, they will certainly be more productive on the job.

Remember that it is truly the little things that count when you are attempting to boost morale at work. You may decide to try one new idea a month, or form a Spirit Committee and have them design a plan to incorporate these concepts into your culture. At the very



least, use these ideas to get your own creative juices going to develop other ideas that your employees will enjoy. Often, we get so bogged down in business that we



forget our primary roles as employee services providers. You are the champions of your people. Take your position seriously and help create an atmosphere that produces peak performers and committed, joyful workers. Have fun and keep CARE-ing!

These ideas are excerpted from a booklet by Barbara A. Glanz entitled "49 Creative Ways to Get your Ideas and Values Across." The booklet is available from Barbara Glanz Com-



munications, Inc., 4047 Howard Avenue, Western Springs, IL 60558; (708) 246-8594; fax (708) 246-5123; email: bglanz@barbaraglanz.com; website: www.barbaraglanz.com. Glanz is one of only 349 Certified Speaking Professionals worldwide. She has spoken on four continents and in 46 states. She is the author of CARE Packages for the Home (Andrews McMeel 1998), CARE Packages for the Workplace (McGraw-Hill 1996), Building Customer Loyalty (McGraw-Hill 1994) and The Creative Communicator (McGraw-Hill 1993, 1998). Glanz works with organizations that want to improve morale and people who want to rediscover the joy within their work and in their lives.

By Eileen O. Brownell

E-mail Etiquette

Dress your e-mail for success

he Internet has become a way of life in the business world. E-mail is fast, efficient and allows people to stay in touch easily. For example, people on the road can stay in contact with their coworkers and clients even when they are away from the office for extended periods of time.

The use of e-mail and the World Wide Web for business purposes will soon increase beyond our wildest imagination. The Forrester Research Group, a Cambridge, MA-based research firm, reports that by the year 2005, e-mail users worldwide will be sending more than 5 billion personal messages a day.

As professionals, we need guidelines for successful e-mail communication. What is acceptable to one person may be offensive to someone else. My recent survey of 30 corporate e-mail users yielded diverse answers regarding personal preferences and pet peeves. However, they agreed on the following tips for receiving and sending e-mail.

Avoid spamming. Most people want to receive messages pertaining to their interests. If e-mail users do not recognize an e-mail address, or the subject is unclear, the user will delete it. Most workers despise junk mail so, if you are trying to obtain business through the use of e-mail, make sure it benefits the receiver.

Ask permission to put people on your special lists. Whether it is a joke, inspirational story or busi-

ness newsletter, ask permission to put the receiver on your list. Remember, good service puts the customer in charge. By asking permission, you are honoring the customer's choice.

Avoid the use of attached files. E-mail users are fearful of viruses. Oftentimes, the receiver will delete an attachment without even opening it. If you want the receiver to read your information, it is best to include it in the text of your e-mail.

When forwarding a message, clean it up. There is nothing more frustrating than having to scroll down a three-page list of e-mail addresses only to find one small paragraph of text. A message that has been forwarded several times could have as many as 100 addresses, and each line is prefaced with several greater than symbols. It is tacky, difficult to read and a waste of time.

Respond within 24 hours. If the e-mail message you receive is a request for more information, a response to something you have asked for or a business update, respond within 24 hours. E-mail users demand immediate responses. You may lose a client or a sale by letting a message go unanswered for longer than 24 hours.



Taming Technology

Try not to use all caps or colored pages. To liven up standard-looking e-mail messages, some people use all capital letters for the message text or apply a variety of colored backgrounds. Depending on the font and the color selection, this can make the e-mail difficult to read. Keep the look of your messages plain, simple and in a stan-

dard font. Yes, this look can be boring, but it is easier to read and more professional.

Proofread your document before sending. Even though e-mail is more informal than a business letter, your image is still on the line. Double check your message for spelling errors, punctuation mistakes and appropriate use of grammar.

Use the auto-response system when you are unable to respond. Several e-mail systems have an auto-response system. When the system receives an e-mail, the auto-response system automatic-

ally responds to the message, indicating that you are on vacation, out of town or ill and will be unable to respond until a certain date. This feature lets your clients know that you will not be responding immediately.

Use subject lines that are descriptive. "Received your order and it's on the way" is far more interesting and descriptive than just the word "order." Create a subject title that entices the recipient to open and read your message.

Be succinct, direct and to the point. This is a fast-paced world. Everyone wants information in concise phrases. Bulleted statements are always easy to read and get right to the point.

Use an index. If you are forwarding a business newsletter and it is longer than one page, consider

using an index at the beginning of your document. This allows readers to scan the document and find information quickly.

Make it easy to reach you. Much like the address and phone number on business stationery, it is helpful to include a signature file or line on your e-mail. This would include your name, company



name, address, phone number, and possibly a 12-15 word tagline that describes your line of work. Here is an example:

Harry Plumber 1556 Faucet Lane Waterville, CA 99999 (555) H20-LEAK Resolving your plumbing challenges 24 hours a day.

Include a website link. If you have a website, or would like to encourage people to visit a specific site, be sure to include the appropriate link so the information is only a mouse click away.

Be sensitive to international audiences. If you are conducting business via the Internet with an international audience, be sure to learn their customs and beliefs.

Attempts at humor or sarcasm could be considered inappropriate or offensive.

Minimize your use of graphics. Graphics can lend support to a business correspondence when you are trying to explain a concept. However, they usually require a significant amount of time to download. If the graphics

do not support the information you are forwarding, do not use them.

Include portions of the original e-mail. Sometimes it is difficult to remember the question you asked when you receive a one-word response with no explanation. Remember to include portions of the original question or correspondence when referring to it in your reply.

E-mail is here to stay. It is an effective tool that saves time and money, and it allows us to be in almost constant contact with our customers and coworkers. If

used properly, it can provide a positive image for you and your organization. When used inappropriately, it can offend potential clients and earn you a negative reputation. Dress your e-mail for success to thrive in the new century.



Eileen O. Brownell is president of Training Solutions, a Chico, CA-based firm. Her expertise is in the areas of customer service, conflict resolution, communication, and team develop-

ment. Contact Brownell at (888) 324-6100 or e-mail her at Trainstars@aol.com for more information on her speaking/training services and learning tools.

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Greater Seattle Chapter

By Barbara A. Glanz, CSP

Positive work environments

Make it fun to be more productive

everal studies indicate that what workers want from their jobs in the year 2000 is not better benefits or more money, but rather a positive work environment and a caring employer. A positive work environment includes interesting projects, employee recognition and the inclusion of staff in the decision-making process.

Baxter Healthcare Corporation, Deerfield, IL, recently performed a global study that asked employees what their company could do to make work more enjoyable. Employees said they want to be respected as whole human beings who have lives outside of work.

It is critical for leaders to respond to workers as human beings, and to foster an atmosphere that is inclusive, caring, creative, appreciative, and joyful. Employees are looking for a deeper sense of meaning and purpose in their work, and above all, they want to be respected and valued. Here are some ideas from my book, CARE Packages for the Workplace—Dozens of Little Things You Can Do to Regenerate Spirit at Work (McGraw-Hill 1996), that employee services

providers can adapt and introduce in their organizations to generate spirit in the workplace. Common sense, as well as current research, tells us that happy employees are productive employees. Implementing a few of these ideas will not only boost morale but will also impact productivity and profit.

- 1. Does everyone in your organization have their own business cards? If not, providing them is one of the fastest ways to boost morale. This is a meaningful formality that makes employees feel valued.
- 2. Collect drawings from employees' children or grandchildren of "What my Mom/Dad/Grandma/ Grandpa/Aunt/Uncle does at work each day." Compile these drawings into a company booklet or display them for customers to enjoy. This will allow the whole

family to feel a sense of involvement and pride in the organization.

- 3. Send a handwritten note to at least one customer and coworker each week. Your efforts can be as simple as a Post-It note or printed card. This will not only impress your customers, but it will also build loyalty internally. Choose one day of the week and do not leave the office on that day until you have completed your notes.
- **4.** Once a month, encourage senior managers to participate in an employee recognition event. The managers could cook breakfast for employees, bring around an ice cream cart, serve employees doughnuts and coffee, wash the windshields of employees' cars as



they arrive at work, or even take employees to lunch. These small acts of appreciation will be remembered, discussed and appreciated.

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Employee Store Teemole

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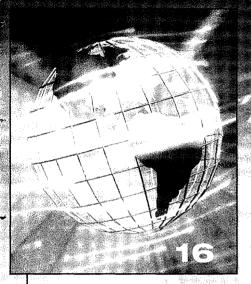
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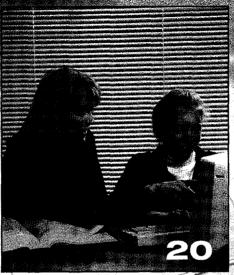
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View a sample of the suppliers exhibiting at this year's conference.



Staying on par

By networking with peers

point-of-sale (POS) computer system tracks the sales of an employee store. Because technology is always changing, employee store managers often find themselves wondering when they should upgrade their POS systems. How do you know when it is time to upgrade? Can you predict if the upgrade will meet your expectations before you make your purchase?

To find the answers, begin by evaluating your current POS system. Turn to page 13 for "Making the Grade" and follow the evaluation report card to see if your system meets your needs. This article also helps you grade any new system you may be considering. If your answers predict an upgrade in your future, the next step is to network with peers. See page 16 for "Time for an Upgrade," and read the stories of employee store managers who have "been there and done that" when it comes to POS upgrades.

If you are planning activities for this year's Take Our Daughter's To Work® Day, April 27, 2000, you will want to read "Girls Online," page 20. Girls around the world are invited to log-on to www.ms.foundation.org to participate in an array of online activities throughout the day. Read a sample agenda from an ESM Association member, and consider adding some of the website's ready-made programming ideas to your schedule.

The results are in-ESM Association's market survey confirms the growth of the employee services market. Turn to page 27 for "Market Sense" and learn statistics about our members including the demographics of an ESM Association member, employee services providers' leading areas of purchasing involvement, the most popular destinations in employee travel programs, and the incorporation of e-commerce into the structure of employee services. Use this information to benchmark with peers.

ESM Association's Annual Conference & Exhibit is April 12-16, 2000, at The Adam's Mark in Denver, CO. Do you have a strategy for getting the most from your conference experience beyond simply showing up? If you want some ideas for organizing your agenda and planning ahead, see "Game Plan" on page 30. Veteran conference attendees share tips on maximizing your time spent at the conference.

Also, remember the conference Exhibit Hall. Turn to page 34 for "Shop Talk," where you can view the Exhibit Hall floor plan and read a preliminary list of exhibitors attending the conference. Note the suppliers offering products and services that will help you do your job better, and write down the questions you would like to ask them at the conference.

Networking is the key to staying on par with the latest in technology and employee services. I hope you benefit from the knowledge of your peers by reading this month's articles and by attending the Annual Conference & Exhibit.

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employee services management



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employee services management



ASSOCIATION

Employee Stores
Community Services
Convenience Services
Dependent Care
Recreation Programs
Recognition Programs
Special Events
Travel Services
Voluntary Benefits
Wellness

lt's 11 am...

do you know where your employee is?

25 million Americans are unpaid caregivers

2 out of 3 caregivers work either full time or part time

the facts:

Total cost to employers for caregiver absenteeism: \$398 million[†]

Total cost to employers due to interruptions in the working day: \$3.8 billion[†]

Total cost to employers due to emergencies: \$1.1 trillion[†]

More than half of working caregivers had to make changes at work to accommodate their caregiving schedule, including arriving late for work, leaving work early, taking off time during the day.

Working caregivers say that they experience guilt, loss of productivity, frustration and helplessness as a result of their caregiving work schedule.

Web of Care is the first online resource dedicated to the special needs of unpaid home caregivers. We empower the members of our 26 care communities with access to information, support, products, services, and a pervailing sense of community that will facilitate an improved quality of life.

Help your employees help themselves. They are not alone.



"Balancing work with caregiving is like having two or three jobs." Linda Rogers, Web of Care member

"I would have had to quit my job because [my care recipients] require so much care."

Rita Froese, Web of Care member

Visit us and find out how Web of Care.com can make a difference in your workplace.

ESM's 59th Annual Conference and Exhibit April 13 - 15, 2000 BOOTH 821

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† from the MetLife Study of Employer Costs for Working Caregivers based on data from Family Caregiving in the US: Findings from a National Study



"A well-informed employee is a company's best salesperson." —EDWIN J. THOMAS

HaveMoreFaithInMovingOnline

Is your company among the last organizations to transition to communication and work processes online? A number of hospitals and manufacturers fall into this category, as well as independent/small businesses and franchises. Analysts and technology professionals recommend merging onto the information superhighway as soon as possible. Moving online in some small way can keep your company afloat in today's Internet era.

Richard Shaw, president, WorkPlus.com, an East Hartford, CT-based intranet provider, suggests that an organization provide employees with a clunker computer, at the very least, in the cafeteria or on the shop floor from which employees can access company information.

"These employers should reconsider the mindset that if they give their employees Web access, they will stop working," Shaw says. "As an employer and a supervisor, you have to learn to manage your employees' productivity by controlling the ratio of personal time to work time."

An intranet site allows you to provide employees with information at their fingertips. They can run errands on their lunch break from their computers without ever leaving the office.

Shaw's company conducted a survey to assess the type of information workers would like to see on their companies' intranet sites. The survey shows that most employees would like two primary types of data on their organization's intranet: human resources information and financial/business news about the company. For example, 45 percent of the employees interviewed say they would like online access to the company's annual report. However, only 21 percent of the human resources managers surveyed think this information should be posted on an intranet site.

According to Shaw, the study signals that management, at many businesses, does not understand the benefits of today's internal communications technology.

National fun at work day

Thursday, April 6

Host an online trivia game on your intranet site. Ask employees to log on throughout the day and answer questions based on your company's history, people and products. Award the employees who answer correctly by e-mailing them coupons for products and services sold at your employee store.

Alternatework profile

Independent contractors

Two-thirds of the 8.5 million contractors in the U.S. are men.

- College graduates: 34 percent.
- Type of work: managerial, sales and precision production work.
- Work full time: 74 percent.
- Average weekly earnings: \$587.
- Have benefits: 75 percent.

On-call workers

Two million U.S. workers report to their jobs only upon request.

- College graduates: 26 percent.
- Type of work: substitute teachers, construction workers, nurses, and truck drivers.
- Average weekly earnings: \$432 for full-time work.
- Eligible for employee benefits: 31 percent.

Temporary workers

Twenty-two percent have college degrees.

- Type of work: clerical and machine-operator occupations.
- Work full time: 80 percent.
- Average weekly earnings: \$329 for full-time work.
- Have health insurance through their employers: seven percent.

Contract workers

There are 800,000 contract workers in the U.S.

- Type of work: work at customer's work site in professional, technical, and precision production jobs.
- Average weekly earnings: \$619.
- Have health benefits from their employers: 50 percent.

-FIRST DRAFT, MARCH 2000



Eldercare hurts employees' careers

Two-thirds of employees acting as caregivers for elderly relatives lost out at work by forgoing promotions, pay raises and training opportunities, according to a study conducted by the National Center for Women and Aging at Brandeis University, Waltham, MA, and the National Alliance for Caregivers, Bethesda, MD. Among the 30 subjects who provided detailed financial information, the average loss over a lifetime was \$659,139 in wages, pension and Social Security benefits. The study's participants came from a 1997 study of 1,509 people, which found that one in four families have at least one member who provided care for an elderly relative or friend in the past year.

—THE DAILY HERALD, NOVEMBER 29, 1999

Recruiting and retaining workers

Employers are looking for creative methods for attracting and retaining workers in a tight labor market. According to an annual survey performed by Hewitt Associates, Lincolnshire, IL, 77 percent of the major U.S. employers are now offering flexible-scheduling arrangements-up 17 percent since 1993. A separate survey by Organization Resources Counselors, Bellevue, WA, reports that 73 percent of U.S. technology-based companies are providing signing bonuses to attract new workers, with an average payout of \$4,500.

—THE SEATTLE TIMES, NOVEMBER 24, 1999

Virtual malls save time and money

Internet discounts are part of a wider movement toward offering more employee services to appease timeburdened workers. These virtual malls are an Internet-age remake of the corporate discount cards that provide employees with free tickets to nearby amusement parks and a few dollars off at the local florist. However, the Internet allows workers in satellite offices to take advantage of the discounts. It also enables employee services providers to negotiate deals for a wider array of products and services, including expensive items such as insurance and mortgages.

—THE NEW YORK TIMES, NOVEMBER 17, 1999

Time crunch

U.S workers are struggling to balance their work and personal lives. Here are some facts on how they juggle their time:

- Childcare is the biggest job at home for both men and women. Women spend about 35 hours per week on childcare, which is double the time men spend with their children.
- Parents spend an average of 10-12 hours less per week with their children than they did in 1960.
- Forty-two percent of working parents are spending less time with their spouses.
- The average American's lunch hour is 29 minutes.

—LIVELYHOOD: WORKING FAMILY TRENDS, AUGUST 30, 1999

Travel plans

Nearly half of the adults in the U.S. took a family vacation in 1998. Twenty-eight percent of those family vacationers traveled with another family.

--- RESEARCH ALERT, OCTOBER 1, 1999

Work/life trends

The work/life field should prepare itself for change. Ann Vincola, senior partner, Corporate Work/Life Consulting, Boston, MA, offers the following insights into the future of work/life benefits:

- Employers are becoming increasingly savvy and cautious as to how they spend their dollars on work/life issues. Even a slight downturn in the economy could result in fewer dollars spent on work/life. This means employee services providers must work diligently to prove the bottom line benefits of work/life programs.
- Companies want creative solutions to problems. Innovative programs such as concierge services and napping rooms are becoming popular.
- Time is considered a critical work/life benefit. Benefits need to go beyond helping employees balance their work and personal lives. Employees want control over their time.
- There will be an increased focus on the work rather than the job. Employees are not being hired to fill a specific position. Job security will be based on their overall ability to contribute to the company.

—WORK/LIFE NEWS AND VIEWS, JANUARY 18, 2000

Employee Stores
Community Services
Convenience Services
Dependent Care
Recreation Programs
Recognition Programs
Special Events
Travel Services
Voluntary Benefits
Wellness

By George Plasko

Group travel trends

Distinct theme tours to familiar destinations

Braving the wild jungles of Africa. Riding the waves of the Greek Islands in a 20-passenger sailboat.

Touring the pyramids of Egypt. Welcome to the millennium traveler's paradise, where yesterday's destination-driven group travel is swiftly being replaced by the latest in theme-driven tours.

ew travel marketing research indicates that travel consumers want new and innovative tours that require human travel specialists. Today's travelers are searching for quality in the experience. Gone are the days when group tour participants live on a bus for eight days, visiting six countries and not remembering anything after their return home. Travelers want to spend more time in one location to foster a momentous occasion that leaves an imprint on their lives. Consequently, special interest tours and destinations pique the desires of the travel consumer.

Baby boomers are becoming the dominant demographic in the travel market. They remain active and productive much longer than previous generations and for them, travel is an ongoing and active process—not simply entertain-

ment. For this reason, travel professionals are turning their attention to this segment of the market.

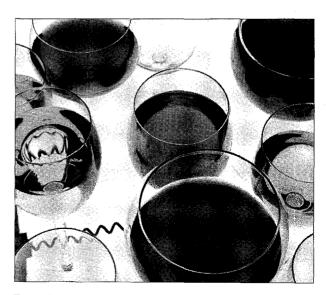
What type of theme tour whets the appetite of today's traveler?

Let's look at a few unusual tours that provide a memorable experience and spark curiosity in many group travelers.

Celebration of the Night: Imagine a Halloween group travel tour to Transylvania, Romania. Take part in a wild, torch-lit, horseand-cart driven ride to Dracula's Castle, culminating in a midnight banquet at the castle. Imagine an adventure as thrilling and spine-tingling as Bram Stoker's famous novel, *Dracula*, in the actual setting.

Decadence by Design: Be part of a chocolate lover's paradise by tasting your way through the shops and factories of the greatest chocolate makers in Belgium and Switzerland. Yes, there is a real chocolate heaven and travel does not get any sweeter.

Fruits of the Vine: Looking for a wine tasting tour that reaches beyond the wines of California, France and Italy? Encounter the



Taste the premium wines of central Europe.

The 10 Components

history of a little-known premium winery with European roots and traditions of wine-making firmly tied to the old country. Consider offering your group the opportunity to join this gastronomical and educational wine tour of central Europe through Bohemia, Moravia and Slovakia.

Stitches in Time: If you enjoy needlework, consider a tour to the Scandinavian countries and Switzerland. Led by nationally-recognized needlework experts, this tour allows participants to visit some of the finest European needlework masters and their shops. Ask questions, try your own skills and be a part of a group of like-minded needlework aficionados exploring the traditions of needlework.

Arabian Nights: The mystique of Egypt comes alive with a hands-on, tour of the best architec-

ture and traditions this country has to offer. Witness one of the greatest early civilizations through its cities, villages, pyramids, and people. This tour will enhance your group's historical and cultural perspective and can dramatically change their appreciation of history and modern times.

Drums of Africa: South Africa has become one of the hottest new travel destinations. Your group can join a safari, visit the ancient kingdoms of the mighty Zulu, and view the bush country, savannas, plains, jungles, mountains, and beaches of South Africa. Feel the winds of change in this fabled country and appreciate its traditions.

Grecian Odysseys: Large cruise liners are a popular choice for the conservative sea lover, but for the adventurer, being a passenger on a 20-person sailboat is the voyage of a lifetime—particularly on a cruise

through the Greek Islands. Fantastic scenery, great food, entertainment, and fabulous portsof-call make this an exclusive small-group sea tour escapade.

The main criteria for the best in this year's group travel tours will be an unusual excursion that is both educational and entertaining. Theme tours that encompass these needs are increasingly popular and will be an area of growth in the leisure group tours industry. Talk to your employees about their taste for adventure and plan your own theme tour today.

George Plasko is the president of AD International, Inc., a 25-year-old Lawrenceville, NJ-based tour agency specializing in group tours, particularly group theme tours for companies and organizations. For more information, call (609) 896-9330. © 2000 AD International, Inc. Information may not be reproduced without permission.

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By Eileen O. Brownell

Investing in employee training

A commitment to excellence

■ he success of your business is measured by the quality of the service and products you provide to your customers. If your employees are trained to perform with the customer's best interest in mind, your organization will grow. According to a recent Nation's Business article, researchers indicate that the average American business spends about one percent of their payroll on employee training. However, to compete successfully in the 21st century, businesses will need to spend closer to three percent of their payroll on training.

Making time to train

For every eight hours worked, an employee should receive a minimum of 14 minutes of training. In a part-time, 20-hour work week, 36 minutes should be devoted to staff training. That equals 62 hours annually. "Impossible," you say. "How will I ever find the time or money to train my staff that well?" Let's say your average part-time, entry level employee makes \$10 an hour. Expending 36 minutes each week to perfect the employee's work skills will cost only \$5.98 per week or a total of \$300 per year. When you consider how much you spend to obtain new customers and to market your business, staff training is a minor expenditure. After all, a positive, well-trained staff is your best marketing tool.

Benefits of training

According to an annual study by Olsten Staffing Services, Melville, NY, U.S. companies continue to report major deficiencies between desirable employee skill levels and existing skill levels. An under- or i faced with challenging situations.



poorly-trained staff results in communication problems, loss of customers and low productivity levels. All of these problems are costly and unnecessary. Here are some benefits of revamping and extending your employee training program.

Builds confidence. Training programs build skills, provide resources and enable employees to respond to customers' needs. These benefits add up to greater confidence for the employee when

Improves employee effectiveness.

Training programs allow employees to practice interpersonal skills, make mistakes and receive feedback in a non-threatening environment. When an employee makes a mistake with a customer, it can be costly. Training allows staff to develop necessary job skills without fear of reprisal.

Establishes company work standards. Employees possess varying work standards. An initial, company-run training program will establish acceptable work standards and behavior at the beginning of the employment cycle. It can also help new hires become productive sooner. Builds employee morale. The amount of time you spend on training is an indicator of whether you value your employees and are willing to invest in their professional growth. It further implies how integral you feel they are to your company's success. Morale is higher when employees know management cares about them.

Creates a team-building environment. When individuals from different groups within the organization gather for training, it allows them to create stronger inter-departmental relationships. Employees may discover they have similar workplace issues and, in this forum, may feel comfortable sharing their concerns and ideas.

Increases problem-solving abilities. Well-trained workers think quickly on their feet. They are also apt to have a greater network and knowledge of resources to help them overcome obstacles. A front-line staff that addresses customer concerns properly will save management time and the organization money.

Reduces customer and employee complaints. A well-trained staff is able to satisfy customers' needs quickly and efficiently, yielding fewer customer complaints. Optimum skill levels allow employees to resolve their own conflicts and decrease management's involvement in employee disagreements through more effective communication.

Strengthens existing skills. Each time an employee receives training in customer service, communica-

tions or leadership, they are strengthening and enhancing their existing skill levels. However, research shows employees will forget about 90 percent of the information within six weeks if they do indicate challenges that need to be resolved for the organization to move forward.

Serves as an ongoing advertisement to your customers. Staff training demonstrates to your cus-

The end result of a well-trained staff is lower employee turnover and higher morale.

not practice what they learn. Regular reviews of the new material can help reinforce and enhance existing skills.

Indicates the company's commitment to optimum performance standards. Whether you are offering a safety program or a computer class, the information presented during the training program establishes the organization's expected employee performance level. Regularly-scheduled training programs serve to reinforce and provide an example of your organization's expectations.

Airs feelings and challenges. Issues may arise during the training process that would not surface in a normal work setting. In a training situation, staff has the opportunity to express concerns and fears and

tomers that you are committed to providing the best possible service and products. Sending your customers information about your employee training program will emphasize that they are working with professionals. This serves as an advertisement for quality.

Affecting the bottom line

The training process begins the moment new hires walk through the door of your company. They will either selectively learn their skills from the examples set by other employees, or you can train them in an environment where the topics are presented in a thorough and well-organized fashion. The end result of a well-trained staff is lower employee turnover and higher morale. Both affect how your employees will serve your customers and heed your bottom line. A company is only as good as its weakest link. A consistently well-trained staff will help your company survive and thrive in the 21st century.

Eileen Brownell is president of Training Solutions, a Chico, CA-based firm. Her expertise includes customer service, conflict resolution, communi-



cation, and team development. For more information on her speaking and training services and learning tools, contact Brownell at (888) 324-6100 or e-mail her at Trainstars@aol.com.



By Eric Hawthorne

Making the grade

Evaluating your store's point-of-sale system

to track the sales of your employee store can be convenient and efficient when the system is working properly and its features are easy to customize. However, when the system malfunctions or lacks certain features, your store's productivity levels may drop, or worse yet, you could lose important information. If you are unsatisfied with certain aspects of your employee store's POS system, an upgrade or replacement may be in order. Evaluate your current system with this report card. Then, use the criteria to determine if a new system will better fit your needs.

Hands-on experience

- ☐ Is the system's POS screen easy to learn, clear and intuitive?
- ☐ Do the system's back office features for inventory, reports and purchasing, meet your store's requirements?
- Does your system have a "write-once" function? If so, how does it work? You should only have to enter/import new information once and in one part of the program.
- ☐ Verify the completeness, ease of use and flexibility of the following tasks:
 - ☐ Inventory management
 - Customer relationship management

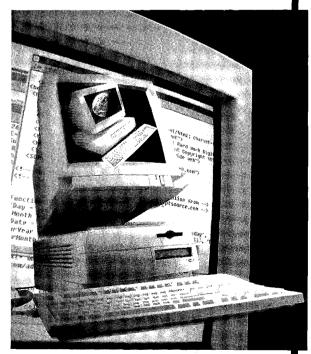
The big picture

- ☐ Is your system a Windows-based product? Windows-based products are widely-used in the POS systems market, making it easy to find technical support when you need it.
- ☐ What is the procedure for customization? Every product requires initial customization and occasional changes. Is this a simple procedure that you can perform, or do you need to rely on a vendor?
- ☐ What is the learning curve and ease of daily use?
- ☐ Is the product flexible enough to accommodate your business rules such as purchase limits, payroll deductions, item limits, differentially-discounted items, and offlimit items?

- ☐ Will the system expand to fit your future needs?
- ☐ To what extent is the system Internet-enabled?

Learning to share

- ☐ Can the system import your existing customers and their contact data?
- ☐ Will the system import your existing inventory, complete with SKUs, item descriptions and relationships?
- ☐ Does the system have industry-standard interface capabilities with other programs and the company's computer network?



Tamina **Technology**

- ☐ Sales data management
- Pricing and discounting
- ☐ Margins and profits
- Restocking features
- Adding new items
- Tracking cashier productivity and hours
- Use of reports and graphs
- Ease of import/export
- maintenance. Here are additional criteria to consider when researching a new POS system:
- What modules are included in the base price?
- ☐ Is the new system's POS screen easy to learn, clear and intuitive? Sample the system's mock transactions, returns and different forms of

tailoring reports, and training staff (including the number and location of the training sessions).

How much technical support is included? What is the cost to extend the support?

☐ Is the salesperson using technical jargon to convey the sales message? Ask him/her to go slowly and

define terms.

Does the seller seem schooled the product you are considering? If not, you may find yourself consulting an outside source for future technical advice.

Final thoughts

No matter which system you use, be sure to chase an easy-to-use backup system, learn its use and back up your system daily. If you decide to transfer systems, this will prevent vou from losing information during the transfer.

See "Time for an Upgrade," page 16, about employee store read managers' experiences in upgrading their POS systems.

Reports are crucial

- ☐ How many standard reports does the system provide in your key areas?
- ☐ Can you customize reports and graphs, and to what degree?
- Does the system track customer data, individual buying and payment histories?

The developer

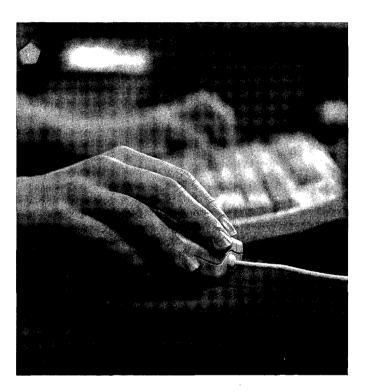
- What is the developer's history and reputation? The developer should be dedicated to-and have roots in—the retail industry. Under what terms do vou receive technisupport from the developer?
- Must you pay for upgrades?

the same.

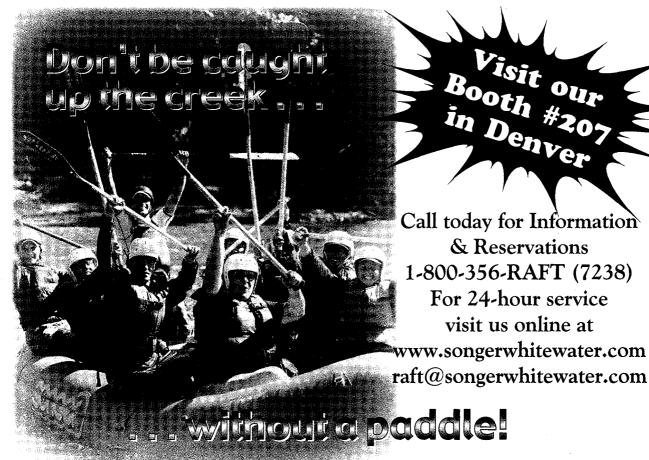
- Has the system received industry awards or recognition?
- □ Can the reseller provide you with client references? Ask for the names of clients currently using the product. Contact the clients and ask them about their satisfaction level with the system.
- ☐ Are the agreements with the vendor clearly defined? Put in writing who is responsible for installation, set-up, data import, interfaces to other systems and to the Web, customizing to your business rules,

New system evaluation

Education is the key to evaluating your POS system. Now that you know your system criteria, compare the features of your current system with those of a new system. First, check that the new system fits your store's basic requirements. Then, look for additional features that will improve your store's procedures and inquire about client services that will simplify customization and



payment. Ask a store clerk to do



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Time for an Upon Double of the Colon of the

Store managers share their experiences in upgrading point-of-sale systems

By Eric Hawthorne

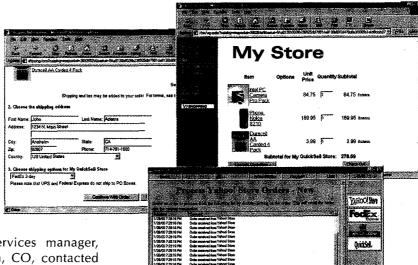
complete employee store point-of-sale system should address customer relationship management, were payment flexibility, manage many kinds of inventory, automate purchase orders, and provide flexible reporting tools. Above all, it should be simple to learn and easy to use—for cashiers and employee store managers.

Every cost associated with the purchase of a POS system including training, upgrades, proprietary hardware, annual support fees, and customizations is crucial regardless of which solution source you choose. Many system houses stand ready to build custom solutions but be forewarned, they may tailor their price to the parent corpora-

tion's budget, not an employee store's cash flow.

After you have determined that it is time to upgrade your POS system (see "Making the Grade," p. 13), it is wise to consult your peers before making a purchase. Read on to discover the steps employee store managers took to upgrade their POS systems, and what they learned in the process.

The latest POS systems automatically process orders placed online. Manual entry is not required. **Sales Management Systems**



Meeting your needs

Gary McKamey, employee services manager, Coors Brewing Company, Golden, CO, contacted the systems house that built his current system when it was time for an upgrade. "The systems house wanted more money for an upgrade than the cost of a new package, and they would not have even supported the upgrade," McKamey says. He decided to itemize his selection criteria and search for a new retail management system over the Internet. Once he found a system that fit, he consulted a value-added reseller to customize the product. "Our new system includes all the modules in the base price," McKamey says. "We also have the option to expand later without buying more software. It handles merchandise limits and departmental debits, and it supports programmable keyboards that speed up the checkout process."

McKamey is glad he made the switch. "Installation of the new system went smoothly. The import tool transferred the records of 10,000 customers without having to key them in manually.

Management Systems

Audits are much easier than before, and we can now manage our 60 vendors and their purchase orders with ease. Best of all, the staff found it easy to learn."

He advises, "I'd caution managers to double-check which peripherals (pole displays, label printers, and receipt printers) use parallel versus serial ports. Confusion over that did cost us some time." To avoid this situation, ask your reseller if your existing hardware will be compatible with the new system.

"With computer systems, no one likes surprises," McKamey says. "I was very pleased to see the number of customizable reports included with the software we selected. Other programs offered

fewer reports with less customization. With the new program, the possibilities are endless, and I can store my favorite formats."

The Address of Control of Control

At the crossroads

Susan Daust, manager of the Ceridian Employee Ceridan Corporation, Bloomington, MN, is at the crux of a classic POS problem. Her current system is trouble-prone, unreliable and requires the use of two products to run efficiently. An upcoming move to new quarters will provide the perfect opportunity to replace it. Yet, she is cautious because she has had so many problems with her current system. "I would perform fiscal inventory and the information

POSUbgrade

would disappear," she explains. "Even my product costs vanished. Once the vendor fixed things, something else would break. The vendor's upgrades added problems, so we stopped upgrading. These records are important, and I can't trust the system. Don't you think a system should save you time? Now I do visual inventory. I figure profits manually and pay bills manually. If I could go totally manual, I would. That I can see and trust."

Daust has asked other ESM Association members for input and will soon record her system criteria. Her wish list starts with the key word, inventory. She says, "Employee stores have a small audience, so we have to keep things fresh and interesting." That requires unlimited inventory items. She wants to be able to create reports quickly. Cost is another important factor. Daust only has \$10,000 budgeted for the hardware and software necessary for a new one-register system. The system must handle credit cards, payroll deductions and departmental charges. Although she is still considering whether or not to implement a purchase order module, Daust is well on her way to selecting the right system for her store.

Happy endings

Lois Economon, manager of Things in General, the General Mills employee store, Golden Valley, MN, has been running old software since 1992 without support or upgrades because the developer is no longer in business. The old system held

only 4,000 inventory items, forcing the staff to frequently delete items in order to add new merchandise. It was adequate until she learned the system was not Y2K compliant.

Economon decided to purchase a new system. While attending ESM Association's Annual Conference & Exhibit, she obtained a list of system providers. She only considered the systems that could interface with General Mills' network, had a local presence and could scan employee cards for payroll deductions.

"The system we chose has a great local presence. It's an off-the-shelf package, so we asked the reseller to add store criteria like reports on the tickets we sell and departmental reports. The re-

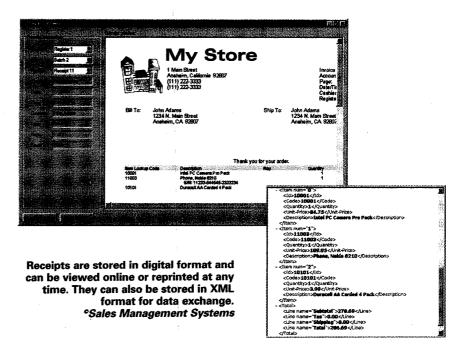
sellers also imported our old data, which we thought was impossible," she says. "They made sure we were up and running for the new year. Our IT department came in and helped out as well."

Economon upgraded three stores to a new system during December's holiday rush. To be safe, she ran old and new systems simultaneously for a week, and business ran smoothly. "I am 90 percent satisfied with the results. Compared to our old system, its strong suit is that you can put a new item in, then immediately sell it. No fiddling or delays. The negative aspect is that it's somewhat complicated and there's a lot to learn. A programmer might grasp it faster, but some of our staff are just becoming computer literate," she says.

Economon offers these hints to others contemplating upgrades, "Research, research, research! Make sure your criteria are met, but don't go overboard. If you only require a few features, you will not need an expensive system with all the bells and whistles."

Beyond today's needs

As Bill Sandy, senior purchasing systems coordinator, Snap-on Tool, Kenosha, WI, built his criteria list, it seemed only a high-end retail system would serve his employee store. Beyond usual transactions and inventory tracking, a new system had to send out monthly departmental statements, import 1,000 employee names with contact data and handle the corporation's 45,000-item inventory.



"When I presented my choice, our IT department was skeptical because it was economical and ran on a PC," Sandy says. "They expected a system that handled such a large amount of inventory, worked with our Wide Area Network, provided reports, and traded data with the IT department's systems to be expensive."

The key to selecting a POS system that fits your store's needs is to spend some time developing your system's criteria list.

After much product comparison, Sandy chose a system that allows him to cut down his time at the store to one visit every two weeks. One full-time and two part-time cashiers manage the store on a daily basis.

"The new system worked so well we tried it on a corporate business problem. Our dealers wanted to carry tools made by other manufacturers. Rather than forbid it, we used the new POS system as their total purchasing solution. Now dealers can call us, place an order and the receipt is automatically generated at the nearest warehouse where it serves as a pick ticket. Then the order is shipped to the dealer and we keep all the business."

All of these employee store managers were in different stages of automation when they decided to upgrade their POS systems. The key to selecting a POS system that fits your store's needs is to spend some time developing your system's criteria list. What features will your store's new POS system require? Then, educate yourself about the product options available and narrow your search to those systems that fit your criteria. Once you have found a product that fits, talk to employee store managers who use the product and ask them about it. ESM Association headquarters staff will gladly put you in contact with more members that can share their experiences.



Eric Hawthorne is director, products development, for Sales Management Systems (SMS), Anaheim, CA. Founded in 1994, SMS is the developer of QuickSell point-of-sale software, winner of two consecutive first-place Microsoft Retail Application Developer Awards. Hawthorne can be reached at eric.hawthorne@smspos.com or (800) 322-3052.

A dozen ways to use the Web

"The Internet will revolutionize POS systems so retailers better be ready to use it. POS systems are not just for big stores anymore."

—Bill Sandy, senior purchasing systems coordinator, Snap-On Tools, Kenosha, WI.

Here are 12 features the Internet/Intranet offers for increasing revenues, speeding customer service and enhancing employee productivity at your employee store.

- 1. Allows employees to browse items, place orders on the Web and then pick them up at the store.
- 2. Integrates and allows you to manage decentralized mail, phone and e-mail orders, website sales, and the physical store's sales.
- 3. Uploads your store data economically via the Web.
- 4. Empowers the POS with company information by exchanging data with a corporate website or Intranet site. This feature gives store associates instant answers to the customers' questions. Training information and corporate policies can be delivered to store personnel on the same link.
- 5. Sends e-mail notification of overdue layaways and the arrival of back-ordered items.
- 6. Facilitates inventory balancing. When one employee store runs low on an item or has a surplus of a product, the manager can visit a website to view the inventory of another store.
- 7. Interfaces with suppliers' websites to check availability, place orders and verify delivery dates.
- 8. Provides access to your catalogs to display, compare and order items not carried in the store.
- 9. Displays vendors' websites to customers. This feature can be used to showcase the local attractions that offer discount tickets through the store.
- 10. Shows event seating charts and allows customers to make online reservations.
- 11. Provides access to the websites of letter carriers for shipping and tracking packages.
- 12. Broadcasts online advertising and promotions from the POS system.

Girls Online

Celebrate Take Our Daughters To Work® Day with online activities

By Kalpana Krishnamurthy

n April 27, 2000, millions of girls, age 9-15, will team up with parents, neighbors, friends, and mentors to get a first hand look at what their futures may hold as they participate in the eighth annual Take Our Daughters To Work® Day. Held on the fourth Thursday in April, this year's theme is "Free To Be You and Me."

Diversity theme

To encourage participants to think about diversity and gender equity, Stir Fry Seminars and Consulting, Oakland, CA, created an hour long, hands-on activity called the "Free To Be Workplace Activity" that can be added to regularly-scheduled workplace events. On Take Our Daughters To Work® Day, girls can log on to the Internet and participate in various online workshops. "We are excited to provide workplaces with another tool for Take Our Daughters To Work® Day that encourages girls to share, discuss and learn from their interactions with the world around them," says Marie C. Wilson, president of the Ms. Foundation for Women, New York, NY. She suggests incorporating a diversity theme by scheduling a keynote speaker to address diversity in the workforce and exposing the girls to the variety of jobs available at your workplace. You can also offer activities that recognize the ways in which your workplace reaches out to the community.

For one of the planned activities, three high-ranking astronauts and NASA's Women in Space program are teaming up to show girls that not even the sky is the





Children gather in the work yard of United Power to watch a demonstration of a pole top rescue. Harnesses were distributed to those who wanted to take a bucket truck ride with one of the lineman.

Celebrating United Power

Last year for Take Our Daughters to Work® Day, United Power, Inc., Brighton, CO, worked hard to demonstrate what their employees do at work each day. Heidi Belohrad, communication and marketing coordinator, helped put together a program that allowed the children to view an industry-related presentation and visit with their parents. Here is a sample of scheduled activities:

8:15 a.m.-8:30 a.m.

Greet and welcome from the general manager

8:30 a.m.-9:00 a.m.

Tour the office (customer service, engineering, information services, dispatch center), meter shop, and mechanics areas.

9:00 a.m.-10:00 a.m.

Video and live presentations of industry and career opportunities. Students view a live electrical safety demonstration.



Lineman Brent Sydow demonstrates a pole top rescue with a dummy designed to imitate the size, weight and shape of a real body.

10:00 a.m.-11:15 a.m.

Time with parents on the job. Prior to the day, parents are encouraged to prepare particular work assignments for their children such as filing, sorting, working on the computer, etc.

11:15 a.m.-12:30 p.m.

Live electrical lineman demonstration of an outdoor pole top rescue showing how an injured worker would be helped down by a lineman.

12:30 p.m.-1:30 p.m.

Pizza lunch for children and parents served by volunteers in the office.

1:30 p.m.-5:00 p.m.

Children return to school or stay with their parent for the remainder of the day.

GirlsOnline

limit on their dreams. Commander Eileen Collins, the first woman to command a space mission; Dr. Ellen Ochoa, the first Latina woman in space; and Dr. Yvonne Cagle, one of the first African-American women in space, have joined the campaign. Girls from around the world can participate in online activities that will occur throughout the day. They can also log on to the Internet each hour and participate in text-based web chats with NASA astronauts, physicists and other women in nontraditional science careers. A complete schedule of events will be available at the Ms. Foundation for Women website, www.ms.foundation.org.

"Whether blasting off into space or taking off on the information superhighway, Take Our Daughters To Work® Day provides girls with the skills and exposure to make their dreams become a reality," Wilson says.

Online events

Here is a summary of more online events available at www.ms.foundation.org:

Girl talk: In conjunction with GirlZone.com, the Ms. Foundation will help girls connect and talk to one another online. They are hosting an all-day monitored chat, bulletin boards, contest, and a game for Take Our Daughters To Work® Day.

Career assessment: GirlZone.com is also partnering with AdvantagelS.com, a career assessment site, to provide girls with an online career interest inventory called TeenTrack. This short survey will help girls make a connection between their interests and future career direction. Once viewers complete the short survey, TeenTrack will provide free results.

Be a leader: Tune in to the website on April 27 for live leadership events. GirlGeeks.com, the career, training and mentoring online community, will present real-time panels with top women leaders in the technology world. The interactive discussions will allow girls to ask about work- and technology-related issues. Girls can also watch other Take Our Daughters to Work® Day events from around the country with online streaming-media feeds of local happenings.

Web design: Would your daughter like to learn how to design a website? Take her through a virtual tour that will show both of you how websites are designed from start to finish. GirlStart.com will sponsor this webbased tour that will display how one company created, designed and launched their own website.

New resources

The Ms. Foundation is developing new resources to help employers implement successful and high impact events. Recognizing that after eight years of programming, many employee services providers have become experts on what works for this event, the Ms. Foundation for Women will accept and post submissions of workplace activities from around the country. This information will be available under the Best Practices section of the website. It will enable employers to adapt ideas across industries, find out what works in different businesses and exchange ideas. The newly-revamped web page will also provide tips on organizing events and will have a place for employers to register as participants in the 2000 event.

Why participate?

The first Take Our Daughters To Work® Day was created in 1993 as a national intervention to help girls stay healthy and strong through adolescence—a crucial time for girls to focus on their futures. Drawing from research that shows adult encouragement can change the course of a girl's life, the program gives girls the opportunity to see a wide range of life and career options open to them.

An August 1999 Roper Starch Worldwide poll revealed that the companies of over 56 million employees participate in Take Our Daughters To Work® Day, and nearly 19 million girls have gone to work with a parent or mentor. The poll results also show that young adults (age 18-24) feel that younger girls had a wider choice of careers in 1999 than they did a decade ago. The positive benefits of the program include boosting self-confidence while exposing girls to various opportunities in the business world and increasing their knowledge of non-traditional careers.

For postings on the latest activities and online events, visit the Ms. Foundation website at www.ms.foundation.org or call (800) 676-7780. **esm**

Kalpana Krishnamurthy is the national organizer of the Take Our Daughters To Work' program. The Ms. Foundation for Women, the country's only national multi-issue public women's fund, has been creating opportunities for women for over 25 years. Creator of the award-winning Take Our Daughters To Work' program, the Ms. Foundation works to improve the lives of women and girls by conducting advocacy and public education campaigns, providing technical assistance and directing resources to organizations in the areas of women's economic security, women's health and safety, and girls, young women and leadership. For more information, call (212) 742-2300.

- need to discover how to creatively use employee programs to recruit and retain the best employees
- have the challenge of establishing and managing the initiatives that help employees balance work and personal life
- are pressured to show the bottomline figures on the value of employee programs
- expect to express a corporate culture that values employees
- want to learn how to make your company an employer of choice
- seek an understanding of what motivates today's employees to be more productive
- manage an employee store and need fresh ideas to appeal to your captured audience of customers

Come join:

- human resource vice presidents and managers
- employee services professionals
- work/life managers
 and all who are responsible for the
 10 components of employee services
 (as shown to the right)



Employee Services Management Association's 59th Annual Conference & Exhibit

April 12-16, 2000 • Adam's Mark Hote • Denver, CO

Featuring a Recruiting & Retaining Track

Presented by

employee services management

ASSOCIATION

Employee Stores
Community Services
Convenience Services
Dependent Care
Recreation Programs
Recognition Programs
Special Events
Travel Services
Voluntary Benefits
Wellness

Work/Life In Motion

Practical Solutions to Recruiting and Retaining Employees

April 12, 2000 • Adam's Mark Hotel 8:00 am - 3:00 pm

lunch included/separate registration required \$220 members/\$245 nonmembers

Here's How You Benefit:

Direction for Your Company's Work/Life Program

100-page Work/Life Action and Resource Guide

Interactive and Practical Problem Solving

Three Nationally-Recognized Work/Life Experts

9 Powerful Topics

The Evolution of Work/Life
Recruiting and Retaining Employees
Work/Life and the Corporate Culture
Establishing Goals
Spotlight On A Case Study
Measuring the Success of Work/Life Programs
Addressing Eldercare Issues
Building A Business Case
Interactive Solutions

Schedule for April 12th Seminar

7:30 am - 8:00 am Registration

	i togionanon
8:00 am - 8:15 am	Evolution of Work/Life
8:15 am - 8:45 am	Recruiting and
	Retaining Employees
8:45 am - 9:15 am	Work/Life Programs
	and the Corporate Culture
9:15 am - 9:45 am	Case Study
9:45 am - 10:00 am	Break
10:00 am - 10:15 am	Establishing Goals
10:15 am - 10:30 am	Workbook in Motion
10:30 am - 11:30 am	Measuring Success:
	Benchmarking
11:30 am - 12:15 pm	Lunch
12:15 pm - 12:30 pm	
12:30 pm - 12:45 pm	New Strategies in Eldercare
	Building the Business Case
1:15 pm - 2:00 pm	Convince the CEO

2:00 pm - 2:45 pm Strategy Exchange

2:45 pm - 3:00 pm Work/Life in Motion

Your Work/Life In Motion Team

These three master presenters provide proven strategies for implementing your corporate work/life action plan.



Dennis Kessler is president of Kessler Management Consulting, L.L.C. Kessler Management specializes in leadership training, management organization and strategic planning. Kessler is the former co-president of Fel-Pro Incorporated. Fel-Pro is listed as one of

the top 10 companies in the book entitled, *The 100 Best Companies to Work for in America*. Kessler supported such programs as summer day camps, scholarships for employees' children and other innovative offerings.



Joy Loverde is author of the nationallyacclaimed resource, *The Complete Eldercare Planner: Where to Start, Questions to Ask, How to Find Help* (Times Books). Loverde helps Corporate America avert a work/life crisis as its

population ages and more of its employees take on the role of family caregiver. In an era in which people require answers to complex problems, Loverde's crucial insights on eldercare topics are often sought for national news: NBC's TODAY SHOW, USA TODAY, HR Magazine, and dozens of other media.



Michael P. Scott is the President of Empowerment Unlimited, Inc., a South Bend, IN-based firm that focuses on empowering individuals in the areas of human potential and work/life balance. Scott has an extensive

background as a human resource executive and is a highlyregarded seminar leader and corporate strategist. His clients include Frito-Lay and National Institutes of Health Clinical Center. Scott is also the monthly work/life columnist for Employee Services Management Magazine.

He is author of the book and audio tape series entitled *Catch Your Balance and Run*, which focus on life management issues for busy professionals.

Do You Have A Group to Train?

Whether it's one select group, or your entire organization, we can tailor Work/Life In Motion to address your organization's unique challenges . . . and present it when it's convenient for you! For details regarding on-site training, contact Cindy Helson, director of communications, (630) 368-1280.

You will take home ESM Association's Work/Life Action and Resource Guide

This time-saving resource is worth the price of registration by itself. With over 100 pages, this workbook defines work/life initiatives, features valuable how-to information and walks you through helpful equations for computing the return on investment of your programs. You'll save months of research by referring to the lists of resources and interactive worksheets provided.

Strategy Exchange Session #1

You choose 4 small group discussions among these topics:

Employee Stores: Point-of-Sale Systems **Employee Stores:** Issues Affecting the

Not-For-Profit and Profit Stores

Community Services: Selecting a Community Service that Supports Your Corporate Culture **Convenience Services:** Proven Techniques for a

Ticket Sale Program

Convenience Services: E-Commerce as a

Convenience Service Tool

Dependent Care: Family and Parental Programs

Dependent Care: The Community as an

Eldercare Resource

Recreation Programs: Challenges of Managing

a Facility

Recreation Programs: Managing Sports Leagues **Recreation Programs:** The Next Generation of

Leisure Activities

Open Forum: Problem Solving

Strategy Exchange Session #2—BONUS ROUND

You choose 4 small group discussions among these topics: **Recognition Programs:** Merit-Based Programs

Recognition Programs: Trends in Recognition
Special Events: Improving the Company Picnic

Special Events: 101 Hot Theme Ideas

Travel Services: Planning Adventure Trips

Travel Services: Understanding Your Employees'

Travel Needs

Voluntary Benefits: Voluntary Benefits—A

No-Cost Employee Services Program

Voluntary Benefits: Addressing Work/Life Issues

Through Voluntary Benefits

Wellness: Wellness Incentive Programs **Wellness:** An Ergonomic Workplace

Programs: Revenue Generating Programs

Open Forum: Problem Solving

Conference At A Glance

Wednesday, April 12, 2000

8:00 am - 3:00 pm Work/Life in Motion Workshop

Separate Registration Fee Required 3:15 pm - 5:00 pm Regional Council Meetings

5:00 pm - 7:00 pm Chapter Forum—

Headquarters Staff Shares Successful Chapter Tips With

Chapter Leaders

5:30 pm - 6:30 pm New Delegate/New Exhibitor

Attendee Session

8:00 pm - 9:00 pm All-Attendee Reception

Thursday, April 13, 2000

8:00 am - 9:00 am Regional Breakfasts 8:00 am - 9:00 am Spouse Breakfast

9:15 am - 10:45 am Opening General Session 11:00 am - 12:30 pm Certification Lunch

(CESRAS, RVESRAS Only)
11:30 am - 1:30 pm Exhibitor Marketing Sess

- 1:30 pm Exhibitor Marketing Session "Winning Strategies For Successful Exhibiting"

(Exhibitors Only)
1:00 pm - 2:30 pm Strategy Exchange #1
2:45 pm - 3:45 pm Concurrent Sessions #1

2:45 pm - 3:45 pm Concurrent Sessions #1 4:00 pm - 6:00 pm Exhibit Hall Grand Opening

Friday, April 14, 2000

8:00 am - 9:00 am Spouse Breakfast 9:00 am - 3:00 pm Spouse Tour

8:30 am - 9:30 am Concurrent Sessions #2 9:45 am - 11:15 am Strategy Exchange #2 11:30 am - 1:15 pm Member Appreciation Lunch

1:45 pm - 4:15 pm Exhibit Hall (Dessert Served) 4:30 pm - 5:30 pm Concurrent Sessions #3

Evening Open

Saturday, April 15, 2000

9:00 am - 10:00 am General Session

10:15 am - 11:15 am Concurrent Sessions #4 11:30 am - 1:30 pm Exhibit Hall Open

2:00 pm - 4:00 pm Board Meeting 6:30 pm - 10:00 pm Social Program

Sunday, April 16, 2000

8:30 am - 10:00 am 9:00 am - 10:00 am 10:00 am -12:00 pm

Registration General Session Closing Brunch

Strategy Exchange Session #1

You choose 4 small group discussions among these topics:

Employee Stores: Point-of-Sale Systems Employee Stores: Issues Affecting the

Not-For-Profit and Profit Stores

Community Services: Selecting a Community Service that Supports Your Corporate Culture Convenience Services: Proven Techniques for a

Ticket Sale Program

Convenience Services: E-Commerce as a

Convenience Service Tool

Dependent Care: Family and Parental Programs

Dependent Care: The Community as an

Eldercare Resource

Recreation Programs: Challenges of Managing

a Facility

Recreation Programs: Managing Sports Leagues **Recreation Programs:** The Next Generation of

Leisure Activities

Open Forum: Problem Solving

Strategy Exchange Session #2—BONUS ROUND

You choose 4 small group discussions among these topics:

Recognition Programs: Merit-Based Programs **Recognition Programs:** Trends in Recognition **Special Events:** Improving the Company Picnic

Special Events: 101 Hot Theme Ideas

Travel Services: Planning Adventure Trips

Travel Services: Understanding Your Employees'

Travel Needs

Voluntary Benefits: Voluntary Benefits—A

No-Cost Employee Services Program

Voluntary Benefits: Addressing Work/Life Issues

Through Voluntary Benefits

Wellness: Wellness Incentive Programs Wellness: An Ergonomic Workplace

Programs: Revenue Generating Programs

Open Forum: Problem Solving

Conference At A Glance

Wednesday, April 12, 2000

8:00 am - 3:00 pm

Work/Life in Motion Workshop Separate Registration Fee Required

3:15 pm - 5:00 pm

Regional Council Meetings

5:00 pm - 7:00 pm

Chapter Forum-

Headquarters Staff Shares Successful Chapter Tips With

Chapter Leaders

5:30 pm - 6:30 pm

New Delegate/New Exhibitor

Attendee Session

8:00 pm - 9:00 pm

All-Attendee Reception

Thursday, April 13, 2000

8:00 am - 9:00 am 8:00 am - 9:00 am Regional Breakfasts Spouse Breakfast

9:15 am - 10:45 am

Opening General Session Certification Lunch

11:00 am - 12:30 pm 11:30 am - 1:30 pm

(CESRAs, RVESRAs Only)

Exhibitor Marketing Session "Winning Strategies For Successful Exhibiting"

(Exhibitors Only)

1:00 pm - 2:30 pm 2:45 pm - 3:45 pm 4:00 pm - 6:00 pm

Strategy Exchange #1 Concurrent Sessions #1 Exhibit Hall Grand Opening

Friday, April 14, 2000

8:00 am - 9:00 am 9:00 am - 3:00 pm 8:30 am - 9:30 am

9:45 am - 11:15 am

11:30 am - 1:15 pm 1:45 pm - 4:15 pm

Spouse Tour Concurrent Sessions #2 Strategy Exchange #2

Spouse Breakfast

Member Appreciation Lunch Exhibit Hall (Dessert Served) 4:30 pm - 5:30 pm Concurrent Sessions #3

Evening Open

Saturday, April 15, 2000

9:00 am - 10:00 am 10:15 am - 11:15 am

11:30 am - 1:30 pm

General Session

Concurrent Sessions #4 Exhibit Hall Open

2:00 pm - 4:00 pm 6:30 pm - 10:00 pm

(Lunch Served) **Board Meeting**

Social Program

Sunday, April 16, 2000

8:30 am - 10:00 am 9:00 am - 10:00 am 10:00 am -12:00 pm

Registration General Session Closing Brunch

Market

Research confirms growth of employee services market

By Charles Bashian

SM Association members are part of a \$200 million niche market that continues to grow in the face of corporate downsizing, according to Research USA, Chicago, IL. Much of the market's success can be attributed to smart companies investing in employee services as the solution to recruitment and retention dilemmas (See Chart A). This was validated by upper management's decision to increase the total operating budgets of their employee services providers to \$484,900 per year, compared to \$190,300 in 1996. Smaller companies have a median budget of \$26,730 per year.

Research USA conducted ESM Association's 1999 Market Survey to learn more about the buying needs and habits of employee services providers. On August 6, 1999, Research USA mailed a four-page questionnaire to randomly-selected ESM Association members. The information in this report is based on a computer tabulation of the completed questionnaires that were returned by September 27, 1999. The survey response was 53 percent. The results are projectable within a range of +5.6 percent with 95 percent confidence. The numbers reported are based on a per company average.

About the members

The average ESM Association member company has 1,875 employees onsite and 9,579 employees worldwide. The number of employees served by employee services providers rose slightly to nearly 4,000 employees, retirees and their families served in 1999, compared to 3,700 in 1996. Forty percent of the members provide services though employee associations.

The job titles of human resource specialist/assistant, human resource manager and employee/member services manager are used most frequently. The majority of

Chart A

The \$200 Million Niche Market of Employee Services

Service/Recognition Awards.........\$42 Million
Fitness Equipment/Facilities\$25 Million
Employee Store Merchandise........\$19 Million
Sportswear (Logo)......\$17 Million
Childcare..........\$13 Million
Recreation Leagues\$9 Million
Discount Buying.......\$3 Million
Cultural Program\$2 Million
Employee Travel.......\$2 Million
Sportswear (Non-Logo)\$1 Million

Other Products/Services\$4 Million

Chart B



those surveyed report to a vice president/director of human resources or directly to a CEO. Four out of five ESM Association members are female with an average age of 43. Most of them have been working in the employee services field for ten years.

Overall programming

Employee services providers' leading areas of purchasing involvement are special events (76 percent), discount buying programs (59 percent) and service awards/recognition programs (54 percent) (See Chart B). They continue to offer a wide range of social/cultural programs (see Chart C) and service programs (see Chart D). The top three social/cultural programs offered are holiday parties (68 percent), picnics (65 percent), and special events (64 percent). As part of their service programs, ESM Association member companies collect an average of 245 pints of blood during blood drives, and donate an average of \$185,890 to United Way each year.

Travel

Almost one-third of ESM Association members manage the travel needs of employees and groups within their organizations. They use the distribution of flyers, newsletters, bulletin board posters, tabletop displays, e-mail, company Internet/intranet, and payroll stuffers as outlets for communicating hotel/resort offerings, car rental discounts and cruise line packages. The four most popular destinations employees visit are Florida, Las Vegas, the Caribbean, and California.

ESM Association members also offer employees information on theater trips, ski packages, sporting events, gaming, shopping, adventure travel, golfing, and train trips, as well as bus tours and cruises.

Discount programs

About two-thirds of those surveyed offer discount programs, with almost 80 percent of them securing discounts through ESM Association National Associate Members. Employees save an average of \$20,520 annually on the discounted purchase of jewelry, sportswear, computer hardware, software, and giftware. Other discounted products and services offered to employees include theater tickets, automobile maintenance, dry cleaning, flowers, and photo finishing.

E-commerce

Within the next year, almost half of the products sold through discount product sales will be conducted on the Internet or intranet sites of member companies. One out of every five survey respondents has a website dedicated to their employee services program, and an additional 30 percent plan to launch a site within the next year. Technology-savvy members are selling sportswear, giftware and business-casual clothing on the Web. As they enhance their websites, they intend to include more information about ESM Association's services such as discount programs, resource information, networking opportunities, and publications.

Employee stores

The employee store continues to grow as a service to employees. The survey shows more than 25 percent of employee services providers operate a store and another six percent plan to open one within the next two years. Employee store managers spend, on average, \$71,170 annually on merchandise/inventory for their stores. The average discount on items sold in employee stores is just over 20 percent. The top three fastest-moving product areas are logo clothing/items, T-shirts and discount tickets.

An up-and-coming market

The future of the employee services market will continue to flourish as more and more companies realize that employee services programs are the key to recruiting and retaining employees. As employees attempt to balance their work and personal lives, they appreciate such services as employee stores, online employee services and e-commerce. Products and services that boost morale, provide value, offer convenience, or increase productivity are likely to succeed in the future of the employee services market.

Charles Bashian is the marketing manager for ESM Association Headquarters. Contact him at 33610 Solon Rd., Solon, OH 44139, (800) 335-7500, FAX: (440) 349-3447, e-mail: bashian@idt.net.

Chart C

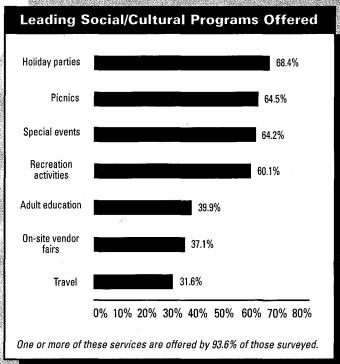


Chart D



Game

Your strategy for benefiting from ESM's Annual Conference & Exhibit

By Peter N. Wolak

uring ESM Association's 59th Annual Conference & Exhibit, April 12-16, Denver, CO, employee services providers will celebrate the official unveiling of the association's new name and the event theme, Practical Solutions to Work/Life Issues. To maximize the benefits of this educational opportunity—which include ideas on recruiting and retaining workers and helping employees balance their work and personal lives—you must have a game plan. Here are some tips for getting the most from your conference experience.



Look over the conference program with fellow attendees and ask them which sessions they plan to go to and why.

Programs, get your programs

Planning your conference schedule begins as soon as you receive your conference program and the timeline for the week. Included in this comprehensive guide is information on General Session speakers, Concurrent Session themes and speakers, Strategy Exchange topics, as well as Exhibit Hall hours. Your primary goal at the conference should be to expand your existing knowledge base. "By reading ahead in the conference program," says Christine Beatty, employee events specialist, Microsoft, Redmond, WA, "you can plan to attend the seminars that most closely pertain to your field of interest." Then, you can add sessions that are of personal interest to you. Information that may not fall under your immediate range of needs could be

beneficial in the future. For example, if your company plans to open an employee store next year, your attendance at an employee store session will provide valuable ideas and answers before you even begin the project. "Be willing to switch sessions after talking with conference attendees," says Beatty. "Listening to the buzz among conference veterans could alert you to something that you had not planned to attend."

Listen up

An added value of the conference is being surrounded by peers who want to learn more about employee services and share ideas, questions and concerns. Therefore, it is in your best interest to listen and talk with conference attendees to exchange ideas and benchmark against other companies. Leaf through the *Delegate Directory*, and set a goal to meet with at least two people each day and ask them specific questions about their experiences in the field.

ESM Association is offering more Strategy Exchange sessions than ever before to facilitate discussion among attendees. Exchange time-tested techniques with fellow leaders in employee services. This atmosphere of camaraderie will provide a springboard for new ideas and revelations as well as valuable contacts for the future. "The people you meet at the conference are there if and when you need them," says Marci Kinnin, employee services coordinator, CIGNA Corporation, Hartford, CT. "I have gained many friends while attending the conference. They are a good bunch of people that feel employee services in their hearts."

Benchmarking is another avenue to explore when networking with fellow employee services providers. "Listen to other companies' traditions and innovations," says Kinnin. "Learn how varied and successful their programs are, and compare that to your company's programs." Keep in mind that the people you talk with during the course of the conference have a desire to accomplish the same result—employee satisfaction. Use benchmarking to see which areas of your program are on par with the industry average and to determine those aspects in need of slight improvement or major overhaul.

Axis and allies

The Exhibit Hall is your one stop shopping experience. This is your chance to speak one-on-one with suppliers from across the nation. With over 100 exhibitors at ESM Association's Annual Conference & Exhibit, this venue is guaranteed to offer a vast array of inventive products, services and programming ideas. Dan Moore, national sales manager, corporate divi-



Benchmark with peers by comparing employee programs.

sion, Antigua Group Inc., Scottsdale, AZ, explains that when approaching the Exhibit Hall, quality time is key. "You can learn a lot on the Exhibit Hall floor when you plan on spending quality time with the suppliers whose services benefit your company. Enter the Exhibit Hall knowing which products and services your company needs. If you are looking for travel packages, focus your attention on the suppliers that offer such services."

Try breaking up the experience into two separate components. "On the first day, preview who is there and what products they are offering," says Len Hanger, vice-president, Songer Whitewater Inc., Fayetteville, WV. "On the second and third days, talk with the individual supplier," says Hanger. "The exhibitors are very approachable. Feel free to walk up and ask questions," he adds. "This is your chance to decide, in a comfortable atmosphere, whether or not you want to do business with them."

Moore adds, "Be frank about your needs. Put pressure on the exhibitor to sell the product to you. The salesperson that responds the best is likely to be the one you want to do business with."

Wrapping it up

Once the conference is over, it is in your best interest to follow up on your conference experience with a formal report. "When writing a report, let upper management know what you learned and clearly identify how attending this conference benefited both you and the company as a whole," says Kim Gilbert, coordinator, Grange Insurance, Columbus, OH. "If your bosses like what they hear about your experience, they will be more willing to send you to future conferences."

Camellan

Follow these tips to make the most of your conference experience. With a game plan intact, you will wake up on the morning of April 12 feeling refreshed, confident and ready to learn. We hope you will join us in celebrating the future of employee services. For more information, see page 23 or visit our website at www.esmassn.org.

Peter N. Wolak is editorial assistant for ESM Magazine. He can be reached at (630) 368-1280 or peterwolak@esmassn.org.



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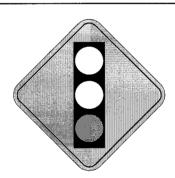
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ap your route through the Exhibit Hall of ESM Association's Annual Conference & Exhibit, April 12-16, 2000, at The Adam's Mark Hotel in Denver, CO. Here is a list of the exhibitors registered and the booths available as of press time. See page 23 to register for this enlightening event.



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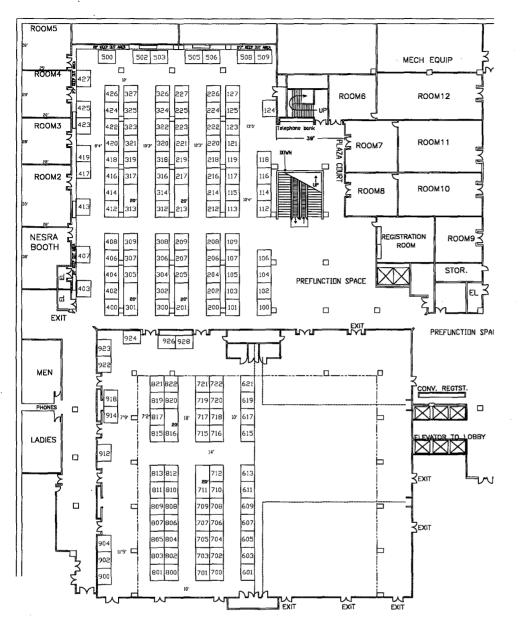
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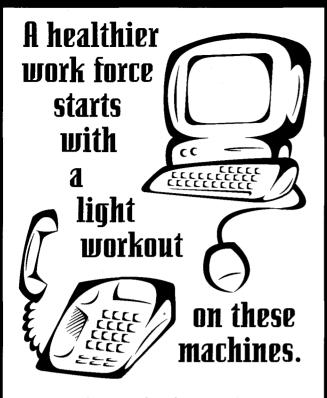
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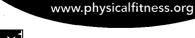
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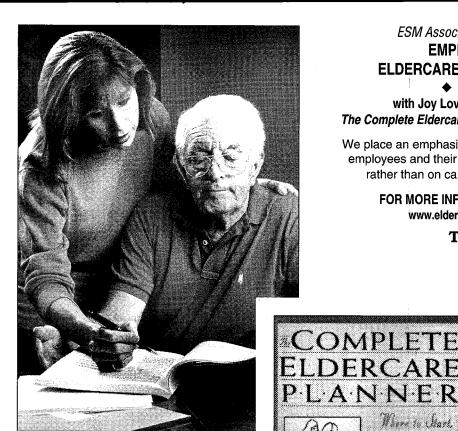
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By Michael P. Scott

Best practices

Work/Life Initiatives of the 100 Best

uring a trip to a bookstore earlier this year, I picked up a copy of the January 10, 2000 issue of *Fortune* magazine. The cover story, "The 100 Best Companies To Work For In America," was particularly relevant to employee services providers as they assist their organizations in attracting and retaining top talent.

What really struck me about Fortune's profiles of the 100 Best were the creative service approaches used to assist employees in managing their lives. The key word here is creative. I think back to what Vickie Sullivan, business consultant, Sullivan Speaker Services, Phoenix, AZ, has said about the importance of creativity, "The biggest killer of creativity in the business world is abundance." Many companies focus on status quo employee offerings instead of creative solutions to employees' actual needs. In today's business world, where employee services-related work/life programs are emerging as the central force in wooing and retaining top talent, it is critical to move past the tried and true practices to embrace programs and services that make a difference.

"Wow" was the word I kept saying as I read about the employee services that the 100 best companies have implemented. To get your creative juices flowing in developing your own work/life programs, here are 10 organizations from Fortune's list that are currently offering programs of "wow" status:

"Wow" Work/Life employee offerings

Edward D. Jones, St. Louis, MO: Twice a year, expense-paid vacations for two to destinations like Alaska and Pebble Beach, CA.

Valassis Communications, Lavonia, MI: Discount maid services and ready-to-heat meals to go.

WRS Software Company, Seattle, WA: A nap room with futons and on-site massages.

American Century, Kansas City, MO: A life-cycle account that covers wellness, fitness and personal development opportunities like guitar lessons.

Fenwick and West, Palo Alto, CA: This law firm rented a theater to show employees the new *Star Wars* movie.

Qualcomm, San Diego, CA: If your child plays on a sports team, Qualcomm will kick in \$250 of support to the team.

JM Family Enterprises, Deerfield Beach, FL: Free haircuts and manicures, two on-site gyms, an indoor lap swimming pool that is open 24 hours and the use of a company jet for family emergencies. Griffin Hospital, Derby, CT: Chair massages two days a week from the employee health clinic. A daily

half-hour meditation session.

National Instruments, Austin, TX: "Reboot your mind" parties every Friday afternoon.

General Mills, Minneapolis, MN: On-site car service.

Bright ideas

The point of presenting you with the employee services ideas of other companies is not to provoke envy. The idea is for you to use this information to become inspired to make great things happen at your company. Think of your company's traditions and values. What employee services can you provide that will be unique to your company goals? What services will represent and reinforce your company's corporate culture? Remember, it is your job to provide services that make employees proud of their place of work. So, let your imagination run wild and create your company's own work/life programs of "wow" proportions!

Michael P. Scott is president of Empowerment Unlimited, Inc., South Bend, IN. He is a regular columnist for ESM Magazine and one of three speakers for ESM Association's Work/Life In Motion Event. He can be reached at power2u@ix.netcom.com.

CONTINUED FROM PAGE 44

dates with the local DEP. Perform a site evaluation before the event to ensure the site offers adequate parking and easy access to the water. Obtain permits and licenses if required.

Golf clinic

Whether your employees are novice golfers or experienced professionals, everyone can benefit from golf instruction. Local golf courses and year-round driving ranges offer golf clinics and swing analysis by a professional golf instructor. Either survey facilities in the community or determine an on-site location suitable for this event. Try to locate an instructor who uses portable video equipment to analyze a golfer's swing. Through a voice-over dubbing feature, the instructor can provide tips on how each golfer may improve his or her game. Oftentimes, you can obtain this analysis free when you allow the instructor to advertise and promote their facility at your company.

Planning tip: Be sure the facility meets the golf instructor's requirements and accommodates a large group of spectators. Negotiate with the instructor to determine who will provide the equipment and video tapes and if you will need to charge the participants.



Flower show

This event is a wonderful opportunity to bring spring right into the office. Many local florists and greenhouses look for opportunities to promote their businesses and share their creative and technical knowledge. Ask them to display ideas as simple as center piece arrangements, gift-giving ideas and door wreaths, or as elaborate as landscaping demonstrations and models.

Planning tip: This event requires you to book vendors to demonstrate their products and services. Ask them about their specific needs in executing this event.

Getting started

Once you choose an event your employees will enjoy, use the following checklist to help you get started.

- ☐ Obtain support from senior management. Inform your boss of the costs involved in having this event as well as the anticipated benefits.
- □ Organize a committee. Ask them to help you plan and implement the event. Distribute a monthly calendar that outlines each person's tasks and their respective deadlines.
- ☐ Plan ahead. Make sure that the date and time you choose do not conflict with other scheduled activities at your company.
- ☐ Purchase provisions. Order food and beverages, decorations, and supplies. Try to accommodate most of your attendees by offering a variety of meal options and activities.
- ☐ Book the entertainment. The entertainment should match the event's theme. Check with the rules and regulations of your event site before booking your entertainment. Make sure to put agreements and expectations in writing.



- ☐ Purchase giveaways and prizes. Try to obtain local sponsorships. Then, post a sign at the event thanking your sponsors for their support.
- date two months prior to the event. Use posters, e-mail, paycheck stuffers, and more to get the word out. Allow your employees to sign up for the event online.

Safety first

Springtime offers many programming opportunities but, as with any program, the safety of your employees and their families should always come first. When in doubt, consult with your corporate risk management group prior to scheduling an event and make sure your ideas meet their requirements. Then, welcome in the new season. esm

Carolyn Linn is a past president and the 2000 advisor of the Aetna Employee Club, Middletown, CT. She can be reached at linncs@aetna.com.



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ESM Association Greater Seattle Chapter By Carolyn Linn

Breaking into spring

Warm weather programs to lift employee's spirits

f you ask most employee services providers what time of year they offer the widest variety of family or employee programs, springtime is rarely the response given. Most organizations concentrate their efforts on summer or holiday events, but spring can be the perfect time to highlight the benefits of your employee programs. After being cooped up all winter, employees are looking for a diversion from the winter blues. Here are a few ideas to help you spring into the new season.

Children's party

A party can be the perfect way for your company, your employees and their families to break into spring. You can host this event at your work site or at a local park. Include everything from egg hunts to games, prizes, live entertainment, and perhaps a visit from everyone's favorite rabbit.

Planning tip: If you are planning this event at a local park, be sure to obtain necessary permits from the local municipality and inquire about rules and regulations. Also, if you are having an egg hunt, remember to purchase an overabundance of eggs and

consider holding a separate egg hunt for younger children.

Spring break

Offering your employees a scheduled break in the workday is one of the easiest programs to implement, and a free cup of coffee or juice can have a surprising impact on employee morale. This program can be implemented regardless of your facility size, and whether or not you have a full-service, on-site cafeteria.

Planning tip: Obtain support from senior management and encourage them to assist in the distribution of beverages. If you are

planning to hold your spring break in the cafeteria, remember to coordinate the date and time with cafeteria management. Then, promote the event by decorating the cafeteria.

Fishing derby

Allow your employees to enjoy the warm weather and bond with family and friends at an outdoor fishing derby. Award prizes to those who catch the largest fish. This program requires access to a pond, river or lake that is either the natural home for local breeds of fish or is stocked by your local Department of Environmental Protection (DEP). Hosting this type of event requires early planning and additional resources.

Planning tip: Be sure to schedule an alternate date in case of bad weather. Verify fishing season

CONTINUED ON PAGE 42



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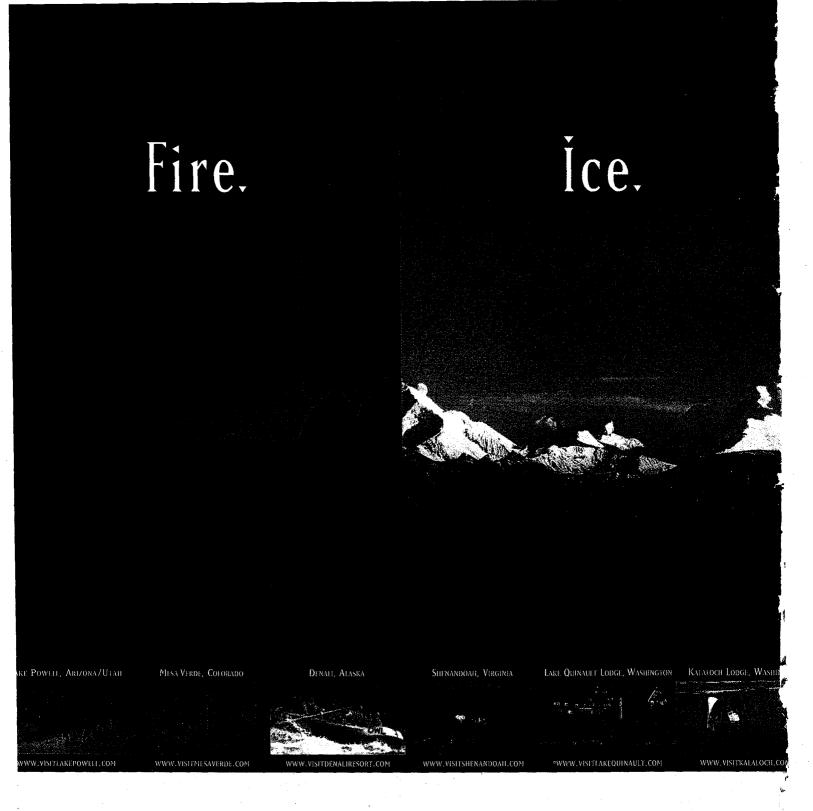
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Shaping your corporate culture with employee services

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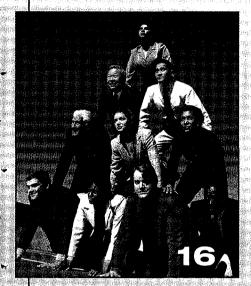
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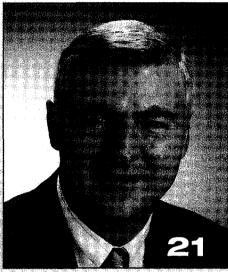


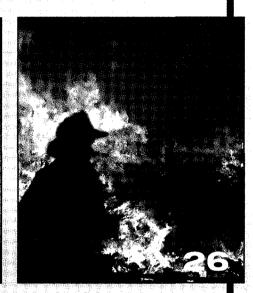
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Save employees from future financial heat by teaching them how to save their money now. Discover methods for educating them on the financial options available through your company.

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This article provides an inside look at the structure of an employee association. Find out how to organize an employee association and maximize volunteer services.





The possibilities are endless

rom travel services to event planning to financial education to online services. There are so many program ideas available to spice up your employee services program that it becomes difficult to determine which ones your employees will actually use. Is it better to offer as many service options as possible? If not, how do you choose which ones will be successful?

The answer is to know your corporate culture—the values and beliefs that define your employee base. In his article, "The Culture Shift," page 16, David Dale, CESM, tells the story of how he and his employee services department convinced management that it was time for a cultural change. He proceeded to shape his corporate culture through employee services. Read how his department uses internal resources to weave employee services into the fabric of the organization.

Part of defining your corporate culture is continuing to shape it by staying on top of employee services trends. You can start by researching the new programs you feel your employees would appreciate. Fortunately, ESM Magazine is here to help you with your homework.

"Fire in the Wall," by Steven R. Herrmann, page 26, provides ideas for employee financial services. Many workers do not know how to save money and plan for their futures. Consider using this program as an medium for communicating your company's employee benefits. Education can boost morale and increase productivity by preventing employees from using work hours to manage their finances. One way to do this is through an online bill-paying service. In "The Bill-Paying Game," page 9, Victoria Fraser explains the benefits of bill-paying services. Learn how your employees can receive, review, pay, and store all of their bills online during their lunch hours.

Are you looking for a new approach to wellness in addition to your regularly scheduled lunch-and-learn seminars? How about planning a hearthealthy cook-off or stress relief month? Turn to page 48 for "A Simple Plan," by Christina Samycia, M.S., and learn fun wellness program ideas to boost employee morale.

Part of doing your homework is learning from the best. Turn to page 21 to meet ESM Association's 2000 Employer of the Year, James H. Goodnight, Ph.D., president of SAS Institute, Cary, NC. In this exclusive interview, Goodnight discusses how a corporate culture of trust and commitment to long-term success has made SAS Institute a great place to work. Discover his thoughts on the status of recruitment and retention as well as being named one of Fortune magazine's "100 Best Companies to Work for in America."

Remember, you do not need to implement every new program or idea you read about. Know your employees by communicating with them often. Ask them what they need. Any service you can provide that will make people's lives easier is likely to retain employees.

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employee services management

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How do I justify work/life programs to management?

What legal issues are involved with employee associations?

Where can I find information about starting an eldercare referral service?

You Have Questions, ESM Association Has Answers

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ESM Association's staff is available to assist members with special requests. Just call, e-mail or fax your topics of interest and you will be paired with one of our knowledgeable Member Services representatives. Our staff will save you time by immediately connecting you with the resources you need.

Maximize the benefits of joining ESM Association by becoming an active member.

Contact one of the following Member Services representatives and take advantage of our invaluable resources today!

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"Happiness often sneaks through a door you didn't know you left open."

-JOHN BARRYMORE

War on unscheduled absences

Companies of every size share one nagging problem—unscheduled absences. Since 1997, the number of people taking sick days has risen more than 30 percent. To cover for these unscheduled absences, businesses must offer overtime pay or else face a decrease in productivity caused by missed deadlines. The average sick day costs an employer \$527 per employee.

Corporations are combating the menace of unscheduled absences by employing effective work/life programs, which are designed to allow employees to meet their work goals as well as fulfill family obligations. Several different work/life techniques are successful in curbing the illicit use of sick days.

• Paid leave banks. When a family emergency occurs, many workers scramble to fix the problem by taking a sick day. This forces the employee to lie to his or her super-

visor about being ill. As a solution, some companies offer paid leave banks, which combine sick days with vacation and personal time. This pool can be dipped into whenever there is a need for time off. The program rewards employees with solid attendance at work because it allows them to take days off when they truly need them.

• Supervisor sensitivity. More employees are taking time off from work because of stress. Only six percent of unscheduled absences were due to stress in 1995. Today, that number is 16 percent. Supervisors can intervene before stress becomes a serious issue by attending sensitivity awareness training. These training sessions teach supervisors how to recognize the signs of stress caused by work or responsibilities at home. In turn, the supervisor can find ways to help the employee manage stressful situations.

CONTINUED ON PAGE 6

A cosmic notion

You have probably recognized employees for good performance with any number of the usual rewards: cups, hats and pens bearing your company's logo, vouchers, dinners, etc. If you would like to try something different, why not give your employees gold stars? We're not talking about the grade school sticker variety, here. You can name a star after an employee. Just call or visit the website of International Star Registry, and they will locate a star to be named after your coworker, cataloguing it for eternity. The recognized employee will receive a certificate detailing the position of the star and its new copyrighted name. Call (800) 282-3333 or visit www.starregistry.com for more information.

—THE WORKING COMMUNICATOR, MARCH 2000

Avoiding travel scams

The Consumer Information Center, www.pueblo.gsa.gov, recommends following these basic practices to avoid travel scams:

- 1) Check references. Conduct business only with travel agencies and tour companies in good standing. Ask if they belong to a professional organization. Also, check with the local Better Business Bureau chapter to learn if any complaints have been filed against the company.
- **2) Shop around.** Obtain quotes from at least two different agencies before booking a vacation. The more research you do, the farther you can stretch your vacation dollars.
- **3) Beware of unusual offers.** If it sounds too good to be true, it probably is. Be wary if the trip promises a free stay or requires you to attend a seminar. Oftentimes, there is a catch in these situations.
- 4) Ask questions. Request specific details about each travel offer to fully understand the terms and conditions of the trip. Ask for the vendor names associated with the travel package. Inquire about the agency's cancellation policy.
 5) Protect yourself. Require that the agency put all promises in writing. Consider using a credit card to pay for fees or deposits. This will allow you to dispute the payment of services that you feel were misrepresented or you did not receive. Additional pro-

tection can be obtained through

trip insurance.

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Entry level salary

College graduates entering the job market in 1999 had an average starting salary of \$34,433.

-RESEARCH ALERT, FEBRUARY 18, 2000

The Habits of **Generation Xers**

The Kiplinger Letter predicts Generation Xers will continue to do their part to keep cash registers ringing. Now age 22-35, Generation Xers are making good money, delaying having children, taking exotic vacations and shopping for SUVs, electronics and sports gear. They are very brand- and trend-conscious when it comes to clothes. This generation will redefine the workplace as they continue to find interest in flex-schedules, an informal atmosphere and a wide selection of benefits. Most Generation Xers are not concerned with pension plans because they will not stay in one place very long.

—THE KIPLINGER LETTER, MARCH 17, 2000

Eldercare and productivity

Every eight seconds a baby boomer turns 50 years old. This increases the need for employer-sponsored eldercare programs to help employees manage the needs of their aging parents. As the American population continues to grow older, the issue of eldercare arises between employees and employers. Eighty percent of eldercare is provided in the home by employed individuals who are primarily women 46 and older. The productivity lost to eldercare needs costs an employer an average of \$3,100 per year.

- SENIORS UNLIMITED, **IANUARY-FEBRUARY 2000**

CONTINUED FROM PAGE 5

War on unscheduled absences

• Empower employees. After working on a difficult project or putting in extra hours, workers want to know that their efforts helped to better the company. Managers should communicate with employees, making sure they understand their roles in the success of the company. If an employee is feeling overwhelmed by new work demands, create training opportunities that allow workers to learn the skills they need to feel in control of their jobs.

-ACA JOURNAL, SECOND QUARTER, 1999

Getting your budget approved

As companies continue to downsize and reduce expenses, getting a budget approved becomes more difficult. To keep the financial ball in your court, use the following steps to determine how your department must work within the framework of the entire organization.

- 1) Evaluate your department's needs. Instead of demanding every penny, focus your request on the funds your department requires to operate.
- 2) Evaluate your company's needs. Use the requirements of REPORT, ISSUE MR912

the company to justify the expenses of your department.

- 3) Consider the consequences. Imagine what would happen if your budget was not approved. Describe the outcome to management.
- 4) Look at last year's budget. See what items were approved and which ones were denied. This will allow you to understand management's point of view in the budget process.

—THE MANAGER'S INTELLIGENCE

Recruiting volunteers

If you use printed materials to recruit volunteers to help with your employee services programs, try to avoid using the word "volunteer" in a headline. In some cases, stereotypes about volunteering have poisoned the minds of readers.

Instead, use phrases such as, "get involved" or "become a part of..." Or, you may want to advertise the title of the volunteer position as in the heading "be a mentor." This will entice more employees to volunteer.

—COMMUNICATIONS BRIEFINGS, VOL. XVIII, NO. IV





Employees who pay their bills online





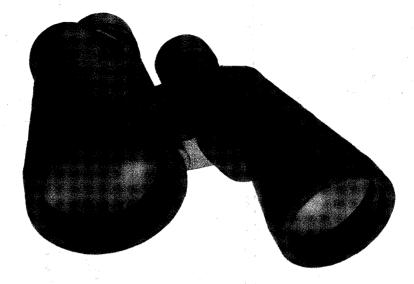
will be happier and less stressed.



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By Victoria Fraser

The bill-paying game

Employees lift the burden by paying bills online

It is the first of the month, and one of your coworkers is sitting at her desk, frantically writing checks. During lunch, an employee stands in line for two hours to pay his phone bill. He returns to the office frustrated and hungry. Then, you overhear your manager having a meltdown because she just discovered late charges on her credit card account.

Bill paying is a modern-life burden. On average, Americans write 12 checks each month for bills and recurring expenses. Each month, this task requires about two to three hours for every household. The responsibility and its effects quickly spill over into the workplace, creating reduced productivity and stressed workers.

To help employees manage this work/life responsibility more efficiently during their lunch hours, some employee services providers are offering their employees the opportunity to organize bill paying online. Through bill-paying services, members receive, review, pay, and store all of their bills in one online location.

Employee benefits

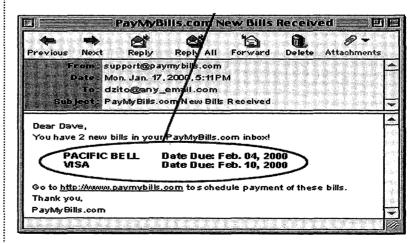
When you sign up your company for a bill-paying service, your employees receive the following services:

- Centralized access to receive and pay bills or other expenses via the Internet.
- Greater control over personal finances and budget planning.
- Efficient tracking of payments and elimination of late fees.

- Reduction of time, effort and money spent on bill paying.
- The ability to customize and automate payments.

As opposed to standard online banks, the advantage of bill-paying services is that customers can pay anyone in the U.S. from any bank account (checking, savings or money market) whether or not a bill is issued. For example, customers can write electronic checks to pay for student loans or rent. In the event that a payee cannot receive electronic payments, some online bill-paying services will issue paper checks. Here is how the online process works:

1. The bill arrives. It is scanned and posted to a secure, personal bill management center.



With online bill-paying services, employees visit an Internet site for notification of incoming bills.

IN	BO	X						
Pay Bill	View Bill	Biller (Total Due	Min. Due	Date Due	Send Date (mm/dd/)(yyy)	Pay this Amount	Pay From
	Q.	Pacific Bell	\$345.88	\$45.86	02/04/2000			Checking 2
	Q	VS-	\$704.03	\$70.40	02/10/2000			Savings 🕒

Click here to view your entire bill.

Pay My Bills

to recommendation of the second	JTB	OX					
Edit Bill	View Bill	Biller <	Payment Status	Due Date	Send Date	Pay this Amount	Pay From
<u>Edit</u>	Q	Gas & Electric	Scheduled	01/24/2000	01/19/2000	\$62.53	Checking
		<u>Mom</u>	Sent -	12/18/1999	12/13/1999	\$200,00	Savings
	Q	<u>Amex</u>	Sent	12/10/1999	12/03/1999	\$15,00	Money Market

The user's inbox displays bill information such as the date of the bill and total and minimum amounts due. The outbox tracks the payment status of each bill.

- **2. The service sends your employee an e-mail.** The employee is notified immediately each time a bill is due.
- **3. The employee schedules the payment and the service sends it.** The user can review the entire bill online and then authorize how much and when to pay.
- **4. The employee stays organized.** The employee can print a hard copy of the payment record, store it electronically or download it to financial software.
- **5. The bill is paid.** This service should reduce the amount of time your employees spend paying bills.

Other considerations

When considering a prospective online bill-paying service, inquire about the security of the company's Internet site. The service should use a high quality security system and provide insurance coverage that protects customers against unauthorized online transactions. Look for these additional features when considering an online bill-paying service:

- E-mail reminders: Convenient e-mail notices to keep on top of finances and avoid late payments.
- Electronic checkbook: Write a check to anyone in the U.S., even if a bill or monthly statement is not issued.
- Automatic payment reminders: Use the automatic payment option as a reminder of recurring expenses such as rent. Some services allow your employees to pre-approve their automatic payments.
- Archive account: Information is stored both online and offline for designated periods of time. Employees can download their account information to computer programs such as Quicken, Microsoft Money or Excel. Some services offer a year-end CD of all transactions.
- Analysis tools: Online analysis tools are used to generate basic graphs and charts. Your employees can use them to track expenses and see what they are spending in each category.

Conclusion

Once your company's bill-paying service is up and running, it should require little management on the part of the employee services provider. You can offer this service as a work/life solution to all employees or a voluntary benefit that employees elect to use and pay for individually. Cost is determined by the kind and number of services the employee chooses to use. Consider surveying your employees to measure their interests in this service.

Victoria Fraser is copywriter for PayMyBills.com, Pasadena, CA. PayMyBills.com is an ESM Employee Preferred program. For more information, contact Jamie Kelly, manager of member services, ESM Association Headquarters, at (630) 368-1280 or jamiekelly@esmassn.org. Visit the PayMyBills.com exhibit at ESM Association's 59th Annual Conference & Exhibit, April 12-16, 2000 in Denver, CO.

By Peter N. Wolak

A steal of a deal

Tabulating your employees' discount ticket savings

ho doesn't like to save money? In creating money-saving opportunities for employees, employee services providers must be careful to offer items that retain a premium value without a premium price. A deal is only as good as the product being purchased. The oldest and still the most popular medium for offering employees quality products at a discounted price is through a discount ticket program, which can be designed to appeal to your entire employee base.



The Xerox Recreation Association (XRA) serves 12,000 employees at three locations in Monroe County, NY. Within the last three years, XRA's employee discount ticket program has experienced surging employee participation among all of its employee services programs. Between 60 and 70 percent of XRA employees participate in the program, which is headed by Chris Bilow, recreation/employee services supervisor. Through surveys and verbal requests, XRA allows employees to help determine which discounted tickets the association will provide.

Once the XRA staff selects its discount ticket suppliers, they post announcements using various media. Through e-mail, employees receive an attached order form that they can print out and return to the ticket office. Employees also can visit XRA's website to order online.

Xerox retirees receive biannual newsletters allowing them to take part in the discounts as well.

Need a ticket?

XRA divides the tickets into two separate categories—seasonal tickets and year-round tickets. Many seasonal ticket providers are summer theme parks. Year-round ticket providers are often local suppliers such as movie theaters, car washes and entertainment centers. Bilow works closely with these businesses to assess the focus of their discount tickets. "When we partner with a car wash, instead of offering every package the car wash provides, we select one or two options we feel most of our employees would benefit from using," he says.

Employee services providers purchase discount tickets either on a prepaid basis or consignment. With prepaid tickets, employee



services providers pay in advance for a specified amount of tickets. With consignment tickets, they obtain a certain amount of tickets at no initial cost and only pay for those tickets that are sold by a certain date. They do not have to pay for unsold tickets. Year-round tickets can be purchased on a prepaid basis or consignment. Seasonal tickets usually are bought on consignment because the employee services provider only has a limited amount of time to sell the tickets.

Summer theme parks are the most popular discount ticket offered through XRA. "We will sell anywhere from 1,800-2,000 amusement park tickets each summer," Bilow says. Because children's tickets are already discounted considerably by the theme parks, XRA mainly sells adult tickets. The savings are based on how often employees visit the amusement parks each year. Each individual park ticket bought through

Chart A

Xerox Recreation Association Monthly Ticket Savings Report

				•	
Ticket	Savings	s per Ticket	# Sold	Total Savings	
Movie Theater	\$	1.25	125	\$ 156.25	
Movie Theater	\$	1.00	1	\$ 1.00	
Movie Theater	\$	1.50	699	\$ 1,048.50	
Movie Theater	\$	1.25	13	\$ 16.25	
Car Wash	\$	2.24	220	\$ 492.80	
Car Wash	\$	1.10	. 97	\$ 106.70	
Discount Book	\$	5.00	0	\$ -	
Hockey Game Tickets	\$	3.00	125	\$ 375.00	
Family Center	\$	1.74	2	\$ 3.48	
Movie Theater	\$	1.75	601	\$ 1,051.75	
Family Center	\$	5.45	- 21	\$ 114.45	
Baseball Game Tickets	\$	1.00	8	\$ 8.00	
Total				\$ 3,374.18	
Summer Ticket	Savings	per Ticket	# Sold	Total Savings	
Summer Theme Park	\$	7.99	446	\$ 3,563.54	
Summer Theme Park	\$	1.00	92	\$ 92.00	
Summer Theme Park	\$	2.75	361	\$ 992.75	
Summer Theme Park	\$	8.00	46	\$ 368.00	
Summer Theme Park	\$	1.00	6	\$ 6.00	
Summer Theme Park	\$	6.00	191	\$ 1,146.00	
Summer Theme Park	\$	8.00	70	\$ 560.00	
Summer Theme Park	\$	1.74	299	\$ 520.26	
Summer Theme Park	\$	25.00	5554	\$ 138,850.00	
Summer Theme Park	\$	6.00	570	\$ 3,420.00	
Total		:		\$ 149,518.55	
Total Customer Ticket Sav	ings			\$ 152,892.73	

Chris Bilow, recreation/employee services supervisor, Xerox Recreation Association (XRA), Webster, NY, uses this Excel spreadsheet to capture the monthly savings of his association's discount ticket program. He passes along this information to upper management.

XRA saves employees around \$9; a year-round ticket saves employees an average of \$1-\$3 per use; and a seasonal ticket saves employees between \$5-\$10.

Big picture

To calculate the savings passed on to employees, XRA simply subtracts the discounted price from the general consumer price. "The average employee saves \$20-\$25 per year through our discount ticket program," Bilow says. "An employee who uses a year-round program for an entire year could save as much as \$100."

Bilow presents a report to management each month that details

the suppliers used and money saved by Xerox employees (see Chart A).

"XRA does not make a profit with this program. A few of our tickets come with a 50 cent surcharge to cover the salary of a parttime worker in the ticket department. However, most tickets do not require an extra fee. Management views the discount program as a convenient service for our employees. We try to keep the process as simple as possible." A new agreement between select suppliers has allowed Xerox employees to receive a discount just by showing their employee identification badge at supplier locations.

The key to a successful discount ticket program is to choose tickets that will appeal to the majority of your employees. Find out their preferences by communicating with them. Ask them which products or services they use often and would appreciate receiving discounted rates on. Then, look for suppliers who will provide a convenient service and economical price.

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By Reid Goldsborough

Click and you shall find

Choosing the proper search engine

f you are approaching the Internet as a library, rather than a shopping mall, video arcade or discussion circle, you require a method for quelling the riot of information you find there. Portals such as Yahoo.com are one attempt to make the web more manageable, assembling content and services in hopes that you will stick around. But, in some cases, you are better off surfing beyond a portal's narrow confines.

For some years now, search sites have tried to bring order to the web's anarchical abundance. But, serving up just the information you are looking for, and avoiding the litter of irrelevancy, is a tall order. Even the best search sites penetrate only so far into the web's awesome depths. Some of information technology's best minds are working on this problem.

Human touch vs. automation

Among the more interesting developments, ironically, are sites that downplay technology in favor of the human touch. At Allexperts.com, first you scroll down to the category of information you are interested in, such as insurance or photography. Then, you select a volunteer based upon his or her profile, and send a query to that person. More than 1,500

volunteers work with the site, providing free answers. If you need more comprehensive service, volunteers will provide consulting services for a fee.

Similar search sites that go against the grain of increasing mechanization include Xpert-Site.com, and ExpertCentral.com.

However, human help does have its drawbacks. At Allexperts.com, it may take a day or two to receive an answer to your question. Also, despite the site's name, the volunteers are not necessarily experts. Allexperts.com says that many of its volunteers are professionals, but its site does not verify their credentials.

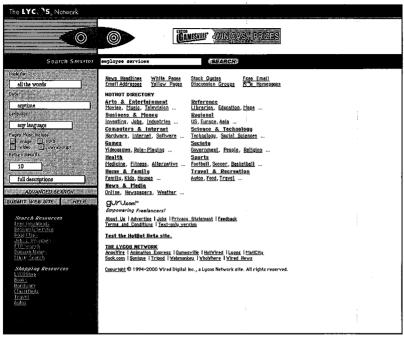
If the people approach is not for you, you may want to try the opposite. Autonomy.com/kenjin, is a new downloadable program that automatically works behind the scenes without your involvement.



It reads and analyzes the text on your screen, picks out the subjects it recognizes, searches the Internet for sites relating to those subjects, and inserts relating links right into your document. You do not need to be using your web browser for Kenjin to work. It can search for links from a word processing file or e-mail message. All you need is to be connected to the Internet. The site promises not to share your personal information with third parties without your approval.

Web user concerns

These days, surfers are concerned about more than just privacy. Commercialization has become the norm, and users should be wary of some search sites. For instance, the search site TitanSearch.com openly promises that other sites who advertise with it will receive prominent place-



HotBot.com, was designated as the best all-around search site by *PC Magazine*.

ment in search results, "with the advertiser's page on the top three pages 100 percent of the time, and on the top page one third of the time."

Internet users also worry about exposing themselves or their children to inappropriate material on the web. If you search at a typical search site for "The White House," among the sites it returns may be those displaying what you might see in a cat house. SurfMonkey.com is a search site and portal for children that is designed to filter out porn and other no-nos. To use it, you download either a small add-on program for Microsoft Internet Explorer or a proprietary browser. Ah-ha.com is another child-safe search site.

The popular general-interest search sites also are hard at work to improve relevancy in search results. HotBot.com, which was designated as the best all-around search site by *PC Magazine*,

includes a popularity engine. Click on "Top 10 sites..." after it displays its first screen of findings.

Meeting your needs

One site that has garnered kudos is NorthernLight.com. It distinguishes itself by its accurate web search results, which are free, and its full-text database of articles from newspapers and magazines, which generally cost \$1 to \$4 per article. A notification feature periodically alerts you via e-mail when it finds the information you have requested.

Much ado has been made about the absence of search sites that index the entire web. If you are looking for very specific information, one way around this is to use a metasearch site, which piggybacks on other search sites and combines their results. ProFusion.com is one example of a metasearch site. If you are looking for inform-

ation on broad topics, Yahoo.com remains a popular choice. Finally, to delve more deeply into web searching itself, two efficient sites are SearchEngineWatch.com and SearchIQ.com.

Conclusion

Before you can choose the proper search site to aid in your quest for information, you should determine the type of data you are searching for on the web. Then, ask yourself in what format you would prefer the information. Once you have made these two distinctions, try a few of the aforementioned search sites and note the ones that most closely meet vour needs. Remember to bookmark your favorite ones for even guicker search results the next time around. esm

Reid Goldsborough is a syndicated columnist and author of the book Straight Talk About the Information Superhighway. He can be reached at reidgold-@netaxs.com or http://members.home.net/reidgold.

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Affecting Change



Culture Shift

Defining corporate culture with employee services

By David Dale, CESM

"Corporate culture:" it is the latest of many buzz words in the business world, but what does it mean? What is its relationship to employee services? Corporate culture is composed of two elements: the corporate ideas—the beliefs and values that define how a company does business; and the work environment—how the company promotes job satisfaction, productivity and quality consciousness.

he culture of a company sets the tone and direction of the organization. It directly impacts the relationships between the organization and its employees, the organization and its customers, and between the employees themselves. The corporate culture is the glue that holds an organization together over time.

Shaping the culture

How do we go about sparking a positive shift in a corporation's culture? Successful companies understand the difference between the cultures—programs and services that genuinely are sacred at the company, and the ones that are open for change. Employee services providers must become agents of change by aid-

ing the corporation in influencing those components that should change. As an employee services professional, it is your responsibility to know and understand the core values and strategic plan of your company. Most corporations are under the same pressures: increasing shareholder value, improving efficiencies, recruiting and retaining the best human capital, and maintaining the ability to make changes to cope with an ever-changing market environment. To be a contributor to the company's mission, your product must be tied intimately to management's view of the future.

Let's examine how to develop an employee services program/department that is part of the operating fabric of the company and is responsive to the needs of the organization. I will use my corporation, Ashland, Inc., as an example of how to position employee services as an integral part of the company's business plan.

For starters

Let me begin with the history of Ashland, Inc.'s Employee Services Department. In 1998, similar to many other corporations at the time, Ashland, Inc. experienced a merger between its largest division and a competitor. This merger changed the structure of the entire company. The current balance of the corporation, including its divisions and corporate group, were being reorganized. Many of the previous general and administrative functions had been decentralized and managed by each division. The divisions ran employee services programs on their own to various degrees, and employee services programs and information were not shared readily between divisions.

With the reorganization in full swing, the corporate headquarters' Employee Services Department decided to make a bid to the core executive group to take over employee services for the entire corporation. Our intentions were to educate our leaders about employee services and present them with a business case that aligned our employee services goals with the company's mission and strategic plan. Our proposed concepts would demand a cultural shift from the traditional management model to a more flexible and engaging management style. This shift would help unify our offerings and more efficiently promote our services to the employee population. We used ESM Association's "10 Components of a Well-Rounded Employee Services Program" as the blueprint for our sales pitch.

Aligning goals

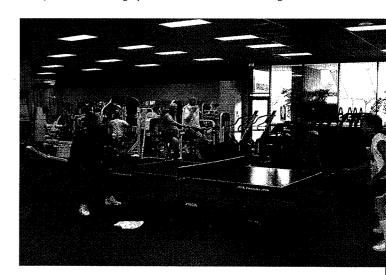
Members of the Employee Services Department studied our company's corporate mission statement and looked for company goals that could be achieved through employee services offerings. Then, we interviewed our top executives to find out where the human capital of the organization ranked in the importance of



The physician's assistant at Ashland, Inc.'s Health Services, Lexington, KY, treats employees for minor illnesses such as colds, headaches or flu symptoms, prescribing medication when necessary.

achieving corporate goals. We also read past speeches that our CEO presented to key managers, analysts and stockholders, and extracted information that would be useful in justifying employee services.

By searching back issues of our company newsletter, we were able to identify quotes from management promising dedication to their employees. In the articles, management promotes employee satisfaction and expresses a desire to recruit and retain quality workers. We benchmarked with other companies and researched news articles to learn what corporate America was doing in the investment of human capital. Many of our findings proved that to sustain long-term



Along with standard fitness equipment, Ashland, Inc.'s Lexington Fitness Center offers ping-pong, pool and foosball. The center is open from 6:00 a.m.-12:00 a.m., seven days a week.



excellence, companies must use employee services to attract, nurture and retain employees—the most essential component of top performance.

All of these efforts confirmed our beliefs that work/life programs and benefits top the list of retention tools and would give the company a competitive advantage. We also knew that, as a member of ESM Association, we had the best resource for aiding us in putting together a strategic plan for Ashland, Inc.'s Employee Services Department.

The pressures of the tight labor market and increased global competition prompted management to recognize and understand the need to be more employee conscious, particularly in the work/life arena. We were successful in convincing management that to keep valuable employees, enhance recruiting results and increase competitiveness, we would need to make the shift. As a result, our Human Resources Department was mandated with driving the change and employee services was given a major role in implementing the change.

Strategic partnerships

Our new department encompasses all of the activities involved in anticipating, managing and satisfying the various needs of the company and the workforce. Such activities include assisting in the recruitment and retention of high-performance employees; developing and instilling trust among the employees; building loyalty to the company; enhancing communication among employees; developing leadership; preparing employees to understand and work within the company's culture; ensuring employee well-being; bridging the gap between work/life issues; and increasing employee productivity.

To accomplish these goals, we developed a strategy to weave employee services into the fabric of the organization. Our first initiative was to create strategic partnerships with departments within the organization where win-win relationships could be established. The synergy captured by these various partnerships would

enable our Employee Services Department to focus on the most pressing issues and deliver a slate of programs that meet the

Employees 50 years of age and older are invited to attend pre-retirement seminars covering financial and lifestyle issues. Throughout Ashland's U.S. divisions, this topic ranks higher than any other seminar offering.

needs of the company and its employees. Here are some of the benefits of interdepartmental partnerships:

Benefits Department: Employee Services works with the Benefits Department to help contain the company's healthcare costs. We also use the depart-

ment's cost figures to measure the success of our health promotion programs in affecting the bottom line.

Community Relations Department: Employee Services assists Community Relations in meeting the needs of the communities in which Ashland Inc. and its divisions conduct business. We use this department's records to maintain our volunteer bank. This bank enables the corporation to assist in meeting the needs of the various community organizations that rely heavily on volunteers.

Corporate Communications Department: Employee Services only is as strong as its ability to communicate its programs to the management and employees of the corporation. Communication vehicles such as the company newsletter, e-mail notifications, the intranet, and more, provide the avenues necessary to reach employees across corporate divisions.

Human Resources Department: The Human Resources Department has its finger on the pulse of personnel trends, issues and needs within the corporation. The Employee Services Department applies these facts to assist Human Resources in fulfilling the needs of the company and its employees. As a result, we have implemented programs and services such as education assistance, leadership skill development and goal setting, as well as work/life assistance. In turn, our department uses these targeted programs to help Human Resources recruit and retain highly valued employees. Information Technology (IT) Department: IT assists Employee Services in creating web pages on the company intranet site. A password-protected hot button on the site gives employees access to the many programs and services provided through our department. IT also assists Employee Services in data collection for program evaluation, justification and continuous improvement.

Medical Department: The Medical Department is a quality resource for health promotion programming. Using this department's records, we can target specific groups of employees for intervention.

Meetings Coordination Department: The Employee Services Department uses the knowledge and resources of the Meetings Coordination Department to deliver outstanding special events including company picnics, banquets, holiday events, open houses, and more.

The above relationships must be nurtured, with both parties benefiting from the partnership. In your program promotions, be sure to highlight your partners' efforts and contributions to your successes.

Conclusion

Employee services is not an island unto itself. To affect change within an organization your employee services department must become a part of the fabric of your organization—a thread that runs through the entire outfit. Your programs must be an integrated package that is attached to the company's vision, mission and future direction.

The employee services department, through its many programs, activities and services, interfaces with more employees than any other department within an

organization. For this reason, employee services providers tend to have their fingers more closely on the pulse of the company and, therefore, can identify techniques for positively influencing employee attitudes. This places the employee services function in a strategic position to unify the many diverse departments and employees that comprise the business entity and affect cultural change throughout the organization. Placing the department in this light will help solidify the importance of employee services within the organization.

David Dale, CESM, is manager, employee services for Ashland, Inc., Lexington, KY, and a director at large for ESM Association's Board of Directors. He can be reached at (606) 357-7347 or dmdale@ashland.com.





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ESM Association's

Employer of the Year

James H. Goodnight, Ph.D., SAS Institute's President

ach year, ESM Association honors one member company employer with its most prestigious award—Employer of the Year. This employer must demonstrate a sincere belief in, and support of, an effective and progressive employee services program. We are pleased to announce James H. Goodnight, Ph.D., president, SAS Institute, Cary, NC, as ESM Association's 2000 Employer of the Year. In the following interview, Goodnight talks with *ESM Magazine* about investing in his company's greatest asset—its employees.

ESM: Give us a brief overview of SAS Institute and its employee services program.

Goodnight: Incorporated in 1976, SAS Institute is one of the world's largest, privately-held software companies. Essentially, our business is making sense of the mountains of data companies collect—particularly from the web—and helping our customers use that data to make strategic decisions. We are one of the world leaders in decision support and data warehousing software, providing integrated enterprise information-delivery and e-business solutions.

SAS Institute employs more than 7,000 people worldwide, supporting 3.5 million Internet users. Our customers extend across the lines of industry, government and education, and include more than 33,000 business, government and university sites in 115 countries. In 1999, SAS Institute's revenues topped \$1 billion.

Ongoing programs such as on-site childcare and healthcare, a fully-equipped fitness center, wellness programs, comprehensive healthcare benefits, and flexible work schedules all contribute to the satisfac-



James H. Goodnight, Ph.D., jokes with the children at one of SAS Institute's two on-site childcare centers.

tion and peace of mind of our employees. As a result, both our employee and customer turnover are extremely low.

ESM: What makes SAS Institute a great place to work?

Goodnight: Members of all departments across campus work together and serve as resources to each other on many different projects. We count on each other to provide the support, tools and encouragement needed to get the work done in a way that reflects the best of our combined skills and talents.

Trust always has been at the foundation of life at SAS Institute. The mutual trust between employees and the company has paid off time and again. SAS Institute trusts employees to get the job done and keep the company moving forward. Consequently, employees trust SAS Institute to take their well-being into account when making decisions. Employees know that SAS Institute is committed to their long-term success and, in turn, they are committed to the long-term success of the company.

ESM: How long has employee services existed at SAS Institute? What tangible evidence have you seen that has proven the value of your employee services program?

Goodnight: In 1976, John Sall, senior vice president and cofounder, and I set out to create a workplace environment where we would enjoy spending our time. Our approach always has been to strive to meet the needs of our employees, regardless of what the "benefit of the week" was or what the job market was at the time. We established on-site childcare in 1980, on-site healthcare in 1983 and an on-site fitness center in 1984. We see these services as a vital part of our

company and we will continue to improve them as the company grows.

We feel strongly that how we treat our employees is a direct reflection of how we treat our customers. With both an employee and customer retention rate each over 95 percent annually, I think we have proven that employee satisfaction and customer satisfaction go hand in hand.

ESM: How has your employee services program grown in the past three years?

Goodnight: Recently we have expanded several facilities and added new benefit programs including:

- Expanding our fitness, daycare and healthcare facilities and staff
- Adding additional café facilities
- Providing benefits to part-time employees
- Adding an additional week of annual

vacation leave, which totals four weeks including one week off between Christmas and New Year's Day.

ESM: How would you describe your general management philosophy and how does your support of employee services complement this philosophy?

Goodnight: My philosophy is pretty simple: If you treat employees as if they make a difference to the company, they will make a difference to the company.

In today's free-agent society, loyalty to both company and customer is becoming as obsolete as yesterday's microchip. As a knowledge-based company, 90 percent of SAS Institute's assets leave work every day at 5 p.m. My top priority is to ensure that they return to our campus the next morning. If that means providing employee services and benefits that meet their needs, then that is what we will do. It is an investment in our greatest asset—our people.

ESM: To what do you attribute the overall success of your employee activities and your status as one of Fortune magazine's "100 Best Companies to Work For in America?"

Goodnight: Our employee activities are successful because they fulfill our employees' needs and make good business sense. Whenever we are considering the addition of a new employee program or benefit, we make sure that it meets three important criteria. The program/benefit must: 1) serve a significant number of employees, 2) make good business sense, and 3) fit our corporate culture.

I believe we have been included in Fortune magazine's list because we continue to foster an environment that supports employees in their roles at work, at home and in the community. SAS Institute firmly believes in long-term relationships with employees, customers and the community because these relationships inspire trust and loyalty, and maximize knowledge and expertise.

ESM: What are the benefits of offering an employee services program to the company?

Goodnight: The employee loyalty at SAS Institute is quantifiable: our employee turnover rate is under 4 percent, which is well below the industry average of approximately 20 percent. When employees stay with the company, we save money in

recruiting and training their replacements. Outside researchers estimate that SAS Institute saves between \$50-75 million a year because of our low employee turnover rate.

In turn, our low turnover rate benefits our customer relationships because we have employees who personally are invested in the products and services we provide. This leads to customer loyalty as well. Our customer turnover each year is even lower than our employee turnover.

ESM: What do you expect from those who run your employee services?

Goodnight: Traditionally, I think human resources departments often are seen as the gatekeepers and rule-makers of corporate services. At SAS Institute, however, we try to keep the focus on service. Our human resources representatives are there to help employees.

ESM: How does your employee services program help employees balance their work and personal lives?

Goodnight: We appreciate that every employee is juggling the delicate blend of work and personal demands, and we want to help them do that successfully. We have an extensive work/life department that helps employees manage their work and personal lives by providing services such as childcare, eldercare, family counseling and personal counseling.

We also provide employees with peace of mind. SAS Institute employees know that they can take time off to care for their health and well-being. They understand that if their children are sick, they can stay home



Goodnight speaks to employees in the lobby of SAS Institute's primary research and development building during the company's 20th anniversary celebration in 1996.

and care for them with no questions asked. They know that the company cares for them as people, not just as employees.

ESM: How does offering employee services enhance the image of your company in the eyes of your employees, potential employees and the community?

Goodnight: SAS Institute continually has aimed to be an active and responsible member of the community, both locally and globally. We want our organization to maintain the kind of reputation and respect that makes our employees proud to work for the company.

Part of the SAS Institute's good reputation comes from its family-friendly work environment. When employees know they can take time off to care for a sick child, find eldercare services for an older relative, or receive a free flu shot at the on-site healthcare center, they take pride in knowing that the employee-friendly attitude at SAS Institute is not simply a catch phrase in an annual report; it is a fact of our everyday work life at the company.

I enjoy seeing some of the children from our childcare center eating lunch with their parents in the cafeteria. I like to see our employees being productive and enjoying themselves while they work.

ESM: Looking ahead, will employees continue to depend on employers to help them balance their work and personal lives?

Goodnight: In this competitive job market, employees will demand that their employers pay more attention to their personal needs. Here at SAS Institute, I believe our

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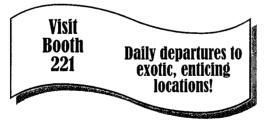
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AD International, Inc. 136 Lawrenceville Pennington Road Lawrenceville, New Jersey 08648-1413 1-800 - 288 - 3242 e-mail: aditours@webcombo.net employees will continue to expect us to be sensitive to their needs and we will work hard to accommodate them. We are fortunate in that, to a large extent, we have been working to help employees strike a work/life balance all along.

ESM: Have you seen indications that recruitment and retention will continue to be the top issues facing employers? If so, please explain.

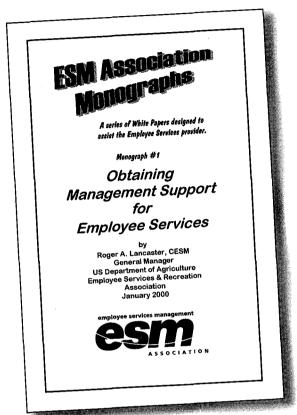
Goodnight: Absolutely. Employee services that recruit and retain employees will continue to be top issues, particularly in the highly competitive information-technology industry. The number of job openings in our industry continually exceeds the number of qualified applicants, and that trend is expected to continue. The current unemployment rate in our area is extremely low at 1.4 percent. This makes it more difficult to find qualified job prospects, and more important to hold on to talent. To attract and keep the best talent, we have to continue to be the kind of company where people like to work.

ESM: In your opinion, what is top management's role in activity support?

Goodnight: I think the most important thing top management can do is to practice what they preach. Saying one thing and doing another is counterproductive—especially when it comes to dealing with issues that are important to employees.

From day one, I clearly have stated my intentions of SAS Institute becoming and remaining an Employer of Choice. In both my management style and in my own personal behavior, I have made it clear that every benefit—from profit sharing to the fitness center—is equally available to every employee. Last, but certainly not least, I believe in surrounding myself with talented people and giving them the freedom and flexibility to perform their best work on their own terms.

Unsure of how to sell your employee services programs



f your company's leaders believe your employee services program exists only to make your employees "feel good," its time to change their stance.

to management?

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ESM Association President Roger Lancaster, CESM, general manager, U.S. Department of Agriculture, Employee Services and Recreation Association, takes you step by step through the process of integrating your employee services program into the goals of the company. By reading this white paper, you will learn:

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This issue is the first in a series of white papers.

Please check here if you are interested in receiv-

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Helping employees avoid financial heat with education

By Steven R. Herrmann

merica is experiencing exciting times—unemployment, inflation and interest rates are low, and the stock market is booming, yet volatile. But, there may be trouble growing beneath the surface. Many Americans are unrealistic and unprepared when it comes to planning for their financial futures.

Few like to talk about saving money and planning for the future. However, avoiding these issues is similar to having a fire in the wall; and by the time the fire spreads, it is too late to save the house. As uncomfortable as it may be for your employees to hear about the cost of not planning for their financial futures, it is not nearly as painful as the price they will pay in the future, if you, the employee services provider, do not help them address this issue today.

Realizing that employees can no longer rely on their salaries alone to provide them with financial independence, employee services providers are helping employees make informed decisions about their financial futures. They accomplish this by providing educational outlets for their employees to learn about the financial options available to them throughout the company.

Just the facts

The following statistics support the need for financial education in the workplace. Use these numbers to justify the implementation of a financial education program at your company.

- Research indicates that the U.S. savings rate has fallen well below that of other industrialized nations.
- Americans enjoy spending money, and the tax code and government policy make it rewarding to continue the spending habit.
- 401(k) plans are the fastest growing pension plans in the U.S., boosting our assets by 16 percent in the last seven years. Yet, 401(k) savings have not increased the overall savings rate. The more than \$648 billion that Americans invested in 401(k) plans in 1995 only replaced other savings activity.
- According to the Employee Benefits Research Institute (EBRI), Washington, D.C., 76 percent of the workers whose companies offer a retirement savings plan actually contribute to the plan. Only 65 percent of them know the maximum amount they are allowed to contribute, and only 48 percent contribute that amount.
- Research conducted by Virginia Polytechnic Institute's Personal Finance Employee Education (PFEE) outreach program found that, at any time, 15 percent of a typical employer's employee population uses work hours to solve financial problems. On the other hand, the aver-

age employer can save \$400 per employee per year in productivity by improving employee financial wellness.

These findings demonstrate the continuing need for broad-based educational efforts designed to make saving a priority for all Americans. It also suggests that education can have a real impact on employees' financial futures.

Financial education

What can employee services providers do to help employees *before* they reach financial turmoil? They can establish a comprehensive financial education program designed to help employees improve their financial behavior. A January 1998 article in the *Harvard Business Review* highlights Sears Roebuck & Company, Hoffman Estates, IL, that estimates a five percent increase in their employees' attitudes resulted in a 1.3 percent increase in customer satisfaction and a 0.5 percent increase in corporate profit.

According to a recent American Express financial education survey, 85 percent of consumers prefer to obtain information on financial topics through the workplace. When offered as an employee service, education can change your employees' financial behavior. For example, EBRI reports 86 percent of workers use available educational programs. As a result, 45 percent begin saving money and 38 percent increase their savings rate. Model programs for financial education programming in the workplace have three common elements; they are: comprehensive, impacting and accessible.

Comprehensive

A model financial education program should be as diverse as your employee population. Comprehensive content is required to meet the needs of employees who have varied financial and health statuses, cultural or ethnic differences, language barriers, and life-stage variables. Your program's content should address the following areas:

- General Financial Education
- Credit & Debt
- Pre-Retirement Education
- Transition Planning
- College Planning
- Investment Strategies
- Executive Planning
- Stock Options
- · Estate Planning
- Children's Issues

Today's companies spend billions of dollars every year to create, administer and distribute employee benefits. Yet, employees consistently fail to understand the value of their benefits. Employee services providers can consider holding enrollment meetings and periodic informational seminars throughout the year to keep employees informed of the latest benefits. This financial education will help employees relate the company's

employee benefit offerings to their personal financial situation. After all, employee benefit participation, understanding and utilization is a natural starting point for quality financial planning.

Many companies and their providers have further customized their program content to attract diverse groups in their employee populations such as women, African Americans and other ethnic groups, as well as programming for gay and lesbian employee networks. Creating key messages, themes and language options for diverse populations creates a truly comprehensive program that speaks to all employees.

Impacting & Accessible

A strategy based on experience, corporate and employee demand, and competitive industry pressure has led leading employee services providers to develop multiple access points for their education programs as a means to serve broad-based employee populations and to increase employee participation. In short, access points are the variety of educational services offered to program participants that allow them to choose when, where and how they want to participate. Oftentimes, employees choose to participate in financial education programming while experiencing a monumental life/financial event. For example, if an employee is planning to have a child, he or she may decide to seek financial education. Initially, the employee may prefer to read about financial opportunities. Be prepared to offer printed program elements including published text, customized financial reports or illustrations, interactive software, and the Internet.

The Internet offers a wide array of financial products and services that can be purchased directly, without the aid of a third-party broker. Or, you can display your company's specific financial options on your company's intranet site. Encourage the employee to try other options such as educational videos, seminars and telephone counseling.

If the employee decides to seek individual, professional financial advice, you may consider referring them to a financial advisor by an 800 number or referral. Financial advisors typically offer initial meetings with no cost or obligation. They often lead to formal financial planning, advice and implementation. Consider inviting to your company a financial professional such as a consumer credit counselor, bank or credit union representative, insurance agent, stockbroker, or Certified Financial Planner (CFP), to educate your employees through financial seminars.

The value of impact is clear—provide financial education options that affect financial behavior. You will impact more employees if you offer a variety of outlets for obtaining financial information. By using an impacting approach, your employees can be assured that all of their goals and strategies are working together to reinforce and build on each other.



Summary

There is a fire in the wall, and Americans are finally responding. From coast to coast, many institutions of higher education are championing the savings theme through research. This research indicates that the business case for comprehensive financial education and advice is strong. When employers offer financial education, they enjoy reduced absenteeism and increased productivity.

As Americans begin to set appropriate savings goals, they can take the actions required to see results that will positively impact their financial behavior, company and financial future. Employee services providers, working in conjunction the government, ancial institutions, colleges and universities, and other champions of the savings message, can make our nation a leader in personal savings, and extinguish the fire in the wall. esm

Steven R. Herrmann is vice presidentfinancial education services, American Express Financial Advisors, Minneapolis, MN. He supports a nationwide team responsible for establishing and maintaining relationships with Fortune 1000 companies who partner with American Express financial advisors to offer financial education and planning as an enhancement to their employee benefit packages. For more information on educational services, call Sharon Blewitt at (972) 396-1796.

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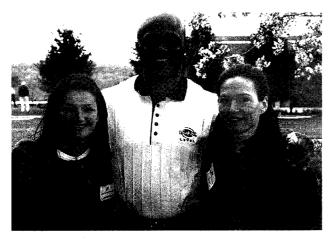
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from Solution By Randy Schools, CESM

Building an employee association

re your employees requesting programs and services that go beyond the current responsibilities of your human resources department? Is hiring an employee services provider to implement employee programs simply not an option with your department's budget? If this is the situation at your company, you may want to consider organizing an employee association.



Making friends and meeting interesting people, two members of the National Institute's of Health (NIH) Recreation and Welfare Association pose with Washington Redskin's Brian Mitchell at the company golf tournament.

An employee association is a separate legal entity that serves as a nonprofit organization for employees. Although it does not exist to make a profit, the association is required to generate sufficient resources to cover its operational costs and create reserves for the future. To accomplish this, the employee association looks to volunteers as its lifeblood. Volunteers dedicate their time to run sports leagues, advise on company morale issues, and assist with community services and special events. These efforts allow a company to provide employee services without having an employee services department.

Becoming incorporated

You must gain the support of upper management before structuring your employee association. Propose your association's processes to management and ask them to write a letter of understanding between the employee association and the company. This letter should outline the guidelines for your operation including who pays for space, which products and services the organization will provide, whether the company will pay for the printing of the association's newsletters and distribution, and so on. Decisions between management and the association also will center on reimbursement for staff time and organizational events, as well as reporting mechanisms.

Once you have obtained management support, you can begin developing a business plan. To become a nonprofit association

and apply for 501(c)6 tax exemption status, you must contact the Internal Revenue Service (IRS) and request Form 1024. At this point, you may want to consider incorporating your association. The vast majority of employee associations are incorporated. To incorporate your association, you must request Form SSS4. This form requires you to consider the details and structure of your association, asking questions about your association's mission and objectives, the leadership of your organization and your first year's budget. Your association will receive an employer identification number upon incorporation approval.

There are several advantages to incorporating your association:

- Eliminates volunteer leaders' personal liability.
- · Establishes continuity of the association.
- · Creates a business environment.
- Provides protection under libel laws.
- Allows the association to own real estate for an off-site fitness facility or activities center.
- Makes it easier to obtain liability insurance.
- Enforces guidelines for administration and organization.

Creating structure

After becoming incorporated, begin drafting your association's bylaws. Although each employee association's bylaws vary, here are some common subjects to include:

Statement of purpose: Includes your association's reason for existence and mission statement.

Forms, types and qualifications of membership: Describes your association's membership opportunities and requirements.



The key to retaining volunteers is recognition. The Recreation and Welfare Association's board members and volunteers receive awards for their assistance in employee activities.

Dues structures: Explains the membership cost and the renewal process.

Elected officers: Lists the board of directors' titles including descriptions of their terms, powers, duties, and rules for filling vacancies.

Chief Executive Officer: Details this position's responsibilities and powers including reporting procedures.

Voting qualifications: Provides descriptions of procedures, proxies and quorum provisions.

General assembly: Explains when a general assembly is in order and how it should be structured.

Standing committees: Defines the purpose and responsibilities of a standing committee as well as who can participate.

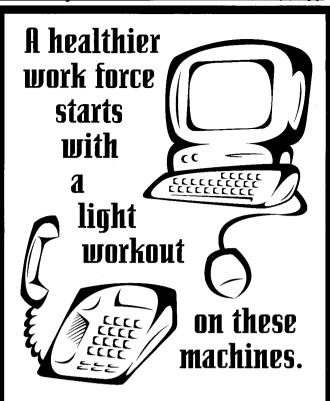
Accounting, fiscal and reporting procedures: Outlines how funds will be tracked and recorded.

Corporate seal: Explains how the association can obtain the corporate emblem and in which contexts it can be reproduced.

Amending the bylaws and dissolution: Describes the necessary procedure for revising the bylaws.

Defining the board

There are a variety of methods for selecting board members, ranging from direct election by the membership to selection through the human services department. Board sizes vary, with the optimum being in the range of 7-11 members. To avoid tie votes during an election, aim for an odd number of board members. Some of the leadership titles that you will need to fill are president, chairperson, secretary, treasurer and various vice-presidents, which can be determined by your employees' specific needs.



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When structuring your board of directors, consider recruiting employees of various expertise and talent. This will allow your association to offer a variety of programs and services. With your association's offerings in mind, ask yourself if it would be beneficial to have a club/athletic representative, retail manager, work/life expert, certified fitness instructor, etc. Envision your association's structure and recruit experts accordingly. Consider contacting fellow ESM Association members who have formed associations and ask them about their association's structure.

Another issue to consider when assembling a board is your employees' geographical locations. Employees located off-site of the main headquarters should have geographical representation on your board. Consider creating a vice-president position whose main responsibility is to represent off-site employees. To offer opportunities for employee participation beyond the board of directors, consider organizing standing committees, special interest groups or ad hoc groups. These groups are formed for special purposes or functions. They are self-limiting in time and scope, focusing only on the short-term needs of the association. The tasks and decision-making involved in these groups will relieve the board of certain responsibilities and provide a new perspective in board discussions.

Recruiting volunteers

Once you have determined the structure of your board, you can begin recruiting and retaining a volunteer base among your employees. Many volunteers join employee association boards because they enjoy serving others and would like to increase employee morale. Look for employees who possess qualities such as honesty, trust, teamwork, leadership, enthusiasm, humor, responsibility, and competence. Your board members also should have a business interest, whether it be in marketing, coalition building, training, finance, or technology. A balanced board of directors can assist with the growth of your programs.

Conclusion

Employee associations allow employees from different departments and fields to join together for the common interest of implementing employee services. Unlike the structure of an employee services department, the employee association gives all of a company's employees an active voice in the employee activities and services. This structure fosters camaraderie, boosts employee morale and helps meet the needs of the employee population.

Randy Schools, CESM, is the president of National Institutes of Health's National Oceanic and Atmospheric Administration (NOAA), Bethesda, MD. He also is a trustee for the Employee Services Management Association Foundation. Schools can be reached at (301) 496-6061 or schoolsr@ors.od.nih.gov.

employee services management



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Winter Board Meeting

ESM Association's Board of Directors met February 10-12, 2000 in Jacksonville, FL, to discuss chapter relations, marketing efforts, technology projects, leadership succession, and professional development for ESM Association.

Strategic Planning Committee Chair **Jack Poll, CESM**, motioned for ESM Association to adopt the following mission statement/tagline: "ESM Association...your resource for creating a better employee quality of life." The motion was approved.

President Roger Lancaster, CESM, and President-Elect Bud Fishback, CESM, emphasized that the National Board and Chapter Leaders must maintain constant communication with the membership. Lancaster feels that the National Board should be a working Board, especially in the areas of communicating with the chapters and regions and assuming committee work.

In an effort to improve leadership communications within the organization, the National Board will create documents called Leadership Talking Points. These documents will be used to inform chapter leaders of the key objectives and decisions made by the National Board. The Board also plans to create a document detailing leadership's most frequently asked questions and answers. National Board Members and Chapter Leaders can use this information to improve communications and provide consistent messages.

The Chapter Relations Committee is working to create a useful leadership forum for Chapter Presidents at ESM Association's 59th Annual Conference & Exhibit. Attendees will receive an information packet that includes the question and answer document, a list of chapter programming ideas, a directory of Chapter Officers by function, copies of chapter profiles, and more.

The Membership Committee is striving to increase ESM Association memberships by identifying member organizations that have multiple locations that are not members of ESM Association.

ESM Association Headquarters streamlined its membership database and plans to implement an online version of its *Membership Directory*. The online directory should be up and running in a few months. The association also hopes to move the renewal process online. In this case, members would be able to fill out their membership profiles online and search for information.

Auction Action

Join the ESM Association Education and Research Foundation Trustees for ESM Association's Silent Auction, during Exhibit Hall hours, and the Live Auction at the Closing Brunch of ESM Association's 59th Annual Conference & Exhibit at The Adam's Mark in Denver, CO, April 12-16, 2000. **Chuck Bouchard, RVESRA**, will act as auctioneer, offering everything from sports memorabilia to weekend getaways. Take a peek at page 38 and get ready to make your bid!

Calendar

April 10-11, 2000— Spring Board Meeting, The Adam's Mark Hotel, Denver, CO.

April 12, 2000— ESM Association's Work/Life In Motion Event, The Adam's Mark Hotel, Denver, CO.

April 12-16, 2000— ESM Association's 59th Annual Conference & Exhibit, The Adam's Mark Hotel, Denver, CO.

May 9-11, 2000— The Premium Incentive Show, Jacob Javits Convention Center, New York, NY. ESM Association hosts an educational session and exhibits.

May 17-20, 2000— National Association for Employee Recognition (NAER) Conference, Disney Coronado Springs Resort, Orlando, FL. ESM Association hosts educational sessions and exhibits.

September 7-10, 2000— ESM Association's Western Region Conference & Exhibit, Westin Santa Clara, Santa Clara, CA.

October 10-12, 2000— The Motivation Show, McCormick Place, Chicago, IL. ESM Association hosts education sessions and exhibits.

October 26-29, 2000— Fall Board Meeting, Oak Brook, IL.

April 8-12, 2001— ESM Association's 60th Annual Conference & Exhibit, The Fairmont Hotel, New Orleans, LA.

At a city near you

Constantly on its mission to help companies recruit and retain quality workers, ESM Association is bringing its history of knowledge to the full range of employee services through strategic partnerships. Come visit us at these upcoming events:

Premium Incentive Show

The New York Premium Incentive Show, held May 9-11, 2000 at Jacob Javits Convention Center, New York, NY, is an exposition for motivational products and promotional ideas that offers premium and incentive exhibits and educational programs. Plan to stop by ESM Association's exhibit booth and participate in our educational session at this show. Marci Kinnin, CESM, employee services coordinator, CIGNA Corporation, Hartford, CT, will speak on "How Special Events Can Motivate Employees."

National Employee Recognition Association (NAER)

NAER's 3rd Annual Sharing Conference, "The Magic of Recognition," will be held May 17-20, 2000 at the

Disney Coronado Springs Resort in Orlando, FL. This conference will focus on the bottom-line benefits of recognition. ESM Association will have an exhibit booth and host an educational session at this exciting event. Michael Scott, speaker and author of *ESM Magazine's* Work/Life column, will discuss "Seven Trends Affecting Employee Recognition."

The Motivation Show

The Motivation Show will be held October 10-12, 2000 at McCormick Place in Chicago, IL. It is one of the world's largest expositions for incentive merchandise and travel, promotional products and business gifts, and performance improvement services. Visit ESM Association's exhibit booth. Hear ESM Association's President Roger Lancaster, CESM, general manager, USDA Employee Services and Recreation Association, Washington, D.C., address recruiting and retaining employees with employee recognition. Then, Michael Scott will present "Seven Trends Affecting Employee Recognition."

ESM News Bites

Member Profiles

ESM Association members received a Member Profile Form in their new member packets or renewal packets. Completing the Member Profile Form shows your commitment to professional development. This information is essential to enhancing the networking opportunities of ESM Association's member companies. If members complete their forms, Headquarters' staff can assist them with benchmarking, networking and ideasharing needs. The Headquarters' Membership Department requests that you take a moment to complete your form and fax it to ESM Association Headquarters at (630) 368-1286 by May 15, 2000. To obtain a copy of the Member Profile Form, contact Jamie Kelly, manager of member services, at (630) 368-1280 or jamiekelly@esmassn.org.

Individual Membership

ESM Association kicked off its Individual Membership campaign with an article in the February 2000 issue of ESM Magazine and a mailing to all members. Individual Membership is a new membership category that allows additional individuals from a corporate member company site to join ESM Association for \$95 per year—almost 60 percent off the Organizational Member rate. This category will allow employees from existing member companies, whose responsibilities fall under ESM Association's "Ten Components of a Well-Rounded Employee Services Program," to benefit from ESM Association's services. To receive an informational brochure, contact Jamie Kelly, manager of member services, at (630) 368-1280 or jamiekelly@esmassn.org.

Chapter Name Change

In an effort to unify the local chapters of ESM Association, we have asked the chapters to change their names to include the association's new name, ESM Association. At this time, 28 chapters have changed their names. To receive a name change form for your chapter, contact Jamie Kelly, manager of member services, at ESM Association Headquarters, (630) 368-1280. Upon changing your chapter's name, Headquarters' staff will graphically design and provide you with a new chapter logo. See page 45 to view the chapters' new names.

Foundation Report

At the ESM Association Education and Research Foundation meeting on February 11, 2000 in Jacksonville, FL, the organization voted to officially change its name to Employee Services Management (ESM) Association Foundation.

Chair Ralph Ferrara, CESM, presented the second of several employee services monograph brochures that the Foundation is producing to educate ESM Association members on employee services issues. The second monograph is entitled, "How to Develop a Website," by Roger Lancaster, CESM. Look for upcoming ad in ESM Magazine to find out when this topic will become available. The first monograph, entitled "Obtaining Management Support," also by Roger Lancaster, CESM, is currently offered free to ESM Association members. Turn to page 25 to order your copy.

Foundation Trustees reviewed an employee services college textbook by author Tom Sawyer. The Foundation plans for the book to be used as a resource for employee services professionals, human resources generalists, employee services volunteers, and college students in the fields of recreation and business management.

Jim Battersby, adjunct faculty, Cal-Poly State University, Pismo Beach, CA, received approval to teach a work/life class at Cal-Poly. He will use ESM Association publications as supplementary materials. Battersby's efforts will position ESM Association as an resource to higher education and preach the message of employee services as solutions to work/life issues.

The Employee Services Management Association Long-Term Care Insurance Program

Life is full of changes. Think about the last century. We've gone from the typewriter to the laptop. Imagine what the next millennium has in store for us. To keep pace with these changing times, Employee Services Management (ESM)

Association is pleased to unveil an affordable long-term care insurance plan

For all ESM Member Organizations

The effect of change has its ups and downs. For example, advancing medical technology means we're living longer. But as we age, we're also more likely to require long-term care. Today, three out of five people over age 65 will need some type of long-term care.¹ So think ahead. We are! That's why we've designed the ESM Long-Term Care Program – a voluntary benefit program for our members' employees and retirees, as well as their spouses, parents and grandparents.

You combine hard work with forward-thinking common sense to provide the right mix of benefits for your employees. Now make one additional commitment in their long-term future by offering The ESM Long-Term Care Program.

Take this important first step today.

For more information call: **1-312-822-4765** or e-mail us at: **esmltc@cna.com.**

Life is full of changes ... think ahead.

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1. Project Report prepared for HIAA, 1990. ESMAD-00(ESM)

Awesome Auction!











The Employee Services Management
Association Foundation presents Silent &
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Annual Conference & Exhibit

At last year's auctions, conference attendees won fabulous prizes such as a guitar autographed by rock heartthrob Jon Bon Jovi, a baseball jersey autographed by the New York Yankees and a trip to Eastern Europe! This year's auction promises even more exciting items to choose from including:

- More autographed items
- Sports memorabilia
- Gift certificates
- Jewelry
- Collectibles
- · Vacations, and much more!

The Silent Auction will be held during Exhibit Hall hours, and the Live Auction will take place during the Closing Brunch at ESM Association's Annual Conference & Exhibit in Denver, CO, April 12-16, 2000. The money raised will help fund The Employee Services Management Association Foundation—the only research organization dedicated exclusively to the field of employee services.

ere's a listing of new National Associate Members. Keep these updates with your complete *Buyer's Guide*, published in the July 1999 issue of *ESM Magazine*, or view our updated Buyer's Guide at www.esmassn.org.

Motivation Online

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E-mail: ericw@motivationonline.com

Contact: Eric Webb

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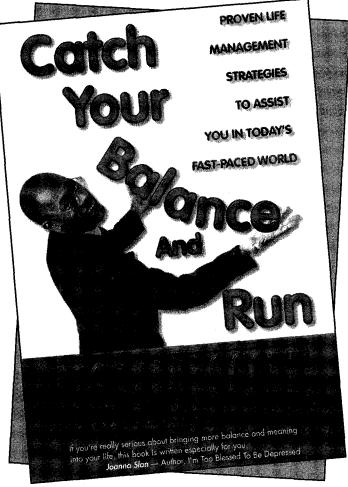
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By Michael P. Scott

A commitment to work/life

Incorporating work/life solutions into your company's overall business strategy

Ilstate, CIGNA, Deloitte and Touche, and Merrill Lynch. These are among a select group of companies who have created a competitive advantage through a commitment to work/life. You will find the names of these and other companies frequently recognized in magazines, such as *Working Mother, Fortune* and *Working Women*, for their efforts in integrating progressive employee programs into their corporate cultures.

As an employee services professional responsible for workplace quality of life programs, you may be asking yourself, "How can we gain that level of commitment within our organization? How can we encourage senior management to recognize the role that our employee services initiatives play in the overall profitability, productivity and strategic positioning of our organization?"

Clearly, business leaders are recognizing the importance of implementing work/life programs to increase their company's overall competitiveness. With the U.S. unemployment rate at a 25-year low, the biggest issue consuming the minds of corporate stakeholders is recruiting and retaining top talent. In fact, a recent study, conducted by Bright Horizons Family Solutions, Cambridge, MA, and William M. Mercer, Louisville, KY, examines the motivation for corporate investments in work/life strategies. The results show that while American corporations view work/life as a vital strategy for keeping valuable employees, enhancing recruiting results and increasing competitiveness, most companies are not incorporating them into their overall business strategy. Less than one-fourth of the respondents say work/life is included in their mission statement, that they have a work/life manager or that they have appointed a work/life task force.

Gaining support

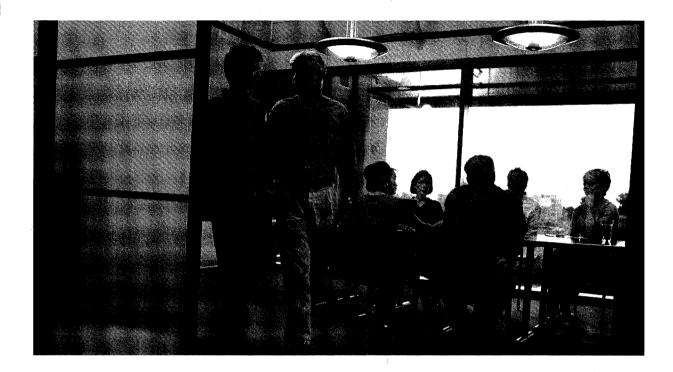
If you are looking to achieve a greater level of commitment to work/life within your organization, take note of the following suggestions:

Obtain employee feedback: In order to make a solid business argument that justifies a new work/life initiative, you must obtain background information on the needs of your workforce. There are a variety of methods for surveying your employees, including

e-mail, focus groups and response cards attached to their paychecks. The key is to obtain useful, objective data that can serve as the catalyst for purposeful action. Baxter Corp., Mississauga, ON, Canada, is among a number of organizations that listen to their employees on a regular basis. The company recently conducted a work/life study and found that the biggest issue for its employees was not dependent care or even flexibility, but respect. The employees say, without it, work/life would be viewed as lip service.

Tie it back to the strategic direction and goals of your organization: Generating commitment and buyin to a work/life philosophy involves integrating it into your organization's mission, values and vision. Work/life should be viewed as a strategic business initiative,

Clearly, business leaders are recognizing the importance of implementing work/life programs to increase their company's overall competitiveness.



rather than one or two programs that fulfill a need. Achieving this can sometimes be difficult, particularly if your organization is not forthcoming with information regarding its overall direction and goals. As an employee services professional, it is imperative that you take the initiative to define the mission, values and vision of your work/life initiatives, and determine whether they are in alignment with your company's overall goals and objectives.

Integrate work/life goals into your recruitment and retention objectives: With the low unemployment rate, companies are initiating work/life programs as recruitment and retention strategies. In a recent Rutgers University Working Trends Survey, balancing work and family was more important to workers than any other employment factor. Therefore, companies that can satisfy these needs are more likely to attract and retain employees.

"To assist the CEO and senior management in their understanding of the importance of work/life, provide them with tangible data on

the real cost of employee turnover," says Dennis Kessler, former co-president of Skokie, IL-based Fel-Pro (now Federal Mogul), a company widely recognized for its commitment to work/life programs. "The national rule of thumb is that each time you lose an employee, it costs 1.5 times an employee's annual salary to hire and train another worker. Companies that reduce turnover through work/life programs receive a positive return on their investment."

Conduct pilot programs: Trust is the key ingredient in gaining a commitment to a work/life initiative. Suggest to management that you begin your initiative as a pilot program, which involves testing a concept for a designated period of time (normally three to six months). Then, devise a method for tracking the success of the program. This method should help you establish data supporting the justification of your program. Over time, these steps will offer an excellent strategy for evaluating the program's efficiency while you establish the trust of the stakeholders.

Making the sale

Your work/life initiative can be successful when management understands its purpose and believes in your efforts. In your presentation to management, introduce statistics that justify the substantial need for your work/life program within the employee community. Next, emphasize your program's alignment with the company's overall goals and objectives. Then, hit home by expressing the effect that your program can have on recruitment, retention and employee morale. esm

Michael P. Scott is president of Empowerment Unlimited, Inc., South Bend, IN. He is a regular columnist for ESM Magazine and one of three speakers for ESM Association's Work/Life In Motion Event. He can be reached at power2u@ix.netcom.com.

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do you know where your employee is?

25 million Americans are unpaid caregivers

2 out of 3 caregivers work either full time or part time

the facts:

\$398 million[†]

Total cost to employers due to interruptions in the working day: \$3.8 billion[†]

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Total cost to employers for caregiver absenteeism:

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I would have had to quit ny iob because [my care recipients] equire so much care."

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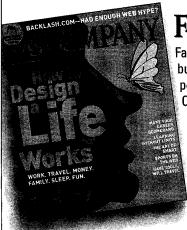
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† from the Metl ife Study of Employer Costs for Working Caregivers based on data from Lamily Caregiving in the US: Findings from a National Study

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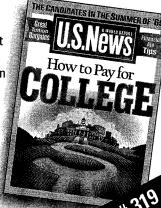
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CONTINUED FROM PAGE 48

• Crazy Eights. Promote exercise in the workplace by asking employees to commit to a short exercise program. Schedule eight, 15-minute exercise sessions presented by a local fitness expert. Topics can include dos and don'ts on exercise, walking tips, cardiovascular benefits of exercise, how

to choose the right exercise shoes, correct stretching, and more. Provide the employees with tickets and ask the instructors to stamp the employees' tickets after they participate in each seminar. The employees who collect eight stamps receive a prize. Other prizes can be awarded to those who receive five to seven stamps as well. You will find that more employees are willing to participate in a fitness program when the

sessions are only 15 minutes in length.

- Adopt A Spud. Help promote regular exercise by pairing up employees. Ask avid exercisers to adopt a couch potato (spud) coworker to be their fitness buddy for the month. Then, provide structured fitness programs at least three times a week for them to participate in together.
- Five-A-Day. "Are You Getting Your Five-A-Day?" is a contest in which employees keep track of what they eat. Their goals are to get at least five servings of fruits and vegetables five days per week. Each week, employees submit the number of days that they consumed at least five-a-day. The more days accumulated, the more points received. Prizes are awarded at different point values.

Host a lunchtime demonstration to kick-off this program, showing a variety of creative recipes for preparing fruit and vegetable dishes. The wellness committee can give away apples, oranges or packages of dried fruit to support this event.

• Stress Relief Month. Promote a variety of short, stress-relieving activities including five-minute chair massages, 15-minute yoga demonstrations, 15-minute tai chi presentations, and five-minute cre-



ative visualization exercises. Give away aromatherapy samples and relaxation tapes.

Tying in an incentive

Work with management to provide incentives such as prizes for joining certain programs or recognition for improvements in health status. It is important that your incentives are geared toward positive improvements. Try to avoid penalizing employees who do not participate, such as smokers or high-risk members. Always gear your efforts in a positive direction, which is more effective and will create a positive feeling about your wellness program. Here are some ideas:

• Countdown in the new Millennium. Give your employees points for attending various wellness programs throughout the year. For instance, employees can earn 200 points for attending a lunch-and-learn seminar and 500 points for joining the fitness center.

The points accumulate throughout the year. Once employees reach 2,000, the points can be redeemed for prizes, raffle tickets, wellness dollars (i.e. vouchers), etc. This type of incentive program supports your initiative, increases participation and helps you maintain momentum all year.

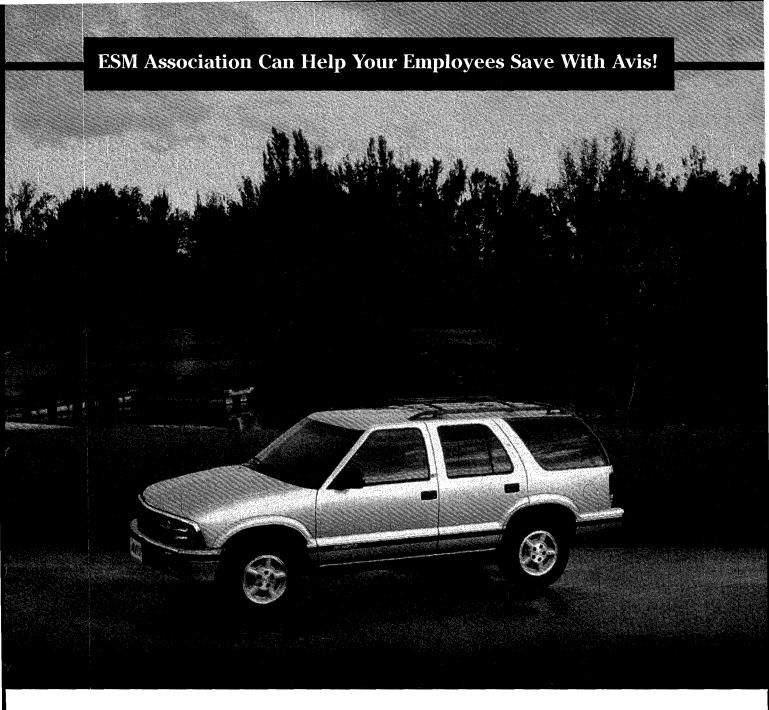
I Caught You. Instruct your wellness committee to give out wellness dollars to employees who display a wellness act at work, such as exercising during their lunch hour, choosing a low-fat entrée for lunch, etc. Wellness dollars can be redeemed for prizes such as T-shirts, fitness center memberships, gift certificates for massages, and more. To increase participation, the wellness dollars also may be distributed at seminars, health screenings and health fairs.

A wellness program is a rewarding endeavor that can reduce healthcare costs and improve employee morale. It is important to keep your programs fresh and exciting to ensure participation from your employees. Try incorporating some of these ideas into your wellness programming schedule throughout the year.

Christina
Samycia, M.S.,
is owner and
founder of Wellness Innovations,
a company providing wellness
services for individuals, corporations and organizations.
Samycia moti-



vates individuals in adopting a healthier lifestyle and assists various corporations in creating effective wellness programs. She can be reached at (847) 895-9571 or wellinovat@aol.com. Come see her presentation of "Shape Up Your Bottom Line" at ESM Association's Annual Conference and Exhibit, April 12-16, 2000.



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- For additional information on the ESM Association program, call Avis at 773-825-4709.
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By Christina Samycia, M.S.

A simple plan

Wellness program ideas to increase participation

o maintain your wellness program's momentum, it is important to hold regular meetings with your wellness committee and establish a concrete plan of action, such as a one- to five-year outline. Continuity also is important. Your wellness committee should identify a desired goal, such as reducing Workers' Compensation costs or reducing the stress levels of employees, and then decide which programs would best support this initiative. A well-established plan will make it easier to justify your budget to management as well. If you have been promoting wellness within your organization for some time now, you may find it challenging to keep your program ideas fresh and exciting. Here are some creative tips for enhancing your program.

Lunch-and-learn seminars

Keep your brown-bag sessions interesting by inviting innovative speakers to share their information during the lunch hour. If you have held lunch-and-learn programs for several years, your employees probably already have heard discussions on nutrition, exercise and stress management. Try to think of some new topics that might peak their interests. Humor as a stress relief method is a hot topic. Information on spirituality and environmental issues also is popular.

To further promote your seminars, offer food during the presentations. A free lunch or a sampling



of food is sure to increase participation. You can hold a raffle or give away items related to the program to help boost participation. It may be advantageous to schedule your programs on a regular basis, such as promoting a lunch-and-learn seminar on the second Tuesday of each month. This will help your programs become a recognizable component of the corporate culture. Remember to advertise future programs at your current events so employees can plan ahead.

Lunch-and-learn alternatives

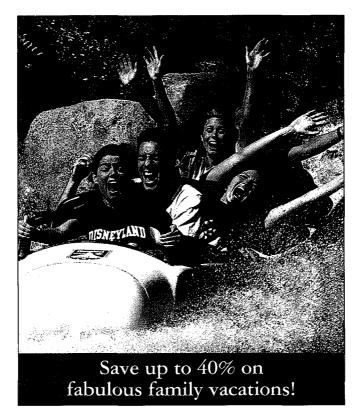
Not all employees can afford to dedicate their lunch hours to a lunch-and-learn seminar. Therefore, it is important to establish activities that require a shorter time commitment from employees. Here are some fun ideas:

• Heart Healthy Cook-off.

Consider holding a cook-off where participants provide heart-healthy dishes to sample and recipes to take home. Dishes should be low in fat, sugar and sodium, and high in fiber. Appoint a panel of judges to decide who dishes up the best recipe. The top three winners will receive a prize. You can award winners based on categories such as desserts, entrées, side dishes, etc. Compile all of the recipes into a booklet and distribute it to employees.

CONTINUED ON PAGE 46

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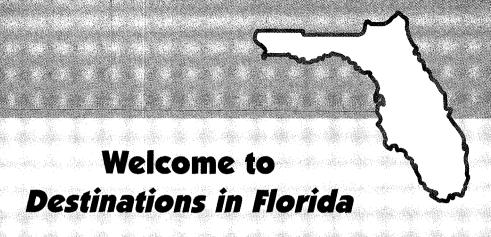
A Supplement to the April 2000 Employee Services Management



Published by

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It's no wonder that Florida continues to be one of the most popular destinations of ESM Association members for both individual and group travel programs. From Amelia Island in the north, to Key West at its southernmost tip, Florida is continually upgrading, renovating and expanding its resorts and tourist attractions. Mother nature does the rest with two coastlines, countless bays, lakes and rivers, lush vegetation, the Everglades and, of course, that famous year-round sunshine.

Destinations in Florida is an annual vacation destination supplement identifying travel-related opportunities. We are featuring the Sunshine State because Florida has been identified in ESM Association surveys for many years as one of the most popular destination spots.

This guide has been divided into three regions to make it easier for the reader to identify accommodations, recreational activities, attractions and historical and cultural experiences. We have included an alphabetical listing of local Convention & Visitor Bureaus on page 19 where you can acquire visitor information, transportation options, promotion materials, group discounts, and tour planning assistance. Additionally, specific properties and attractions are highlighted for your review.

Thank you for choosing *Destinations in Florida* as your travelling companion. You can take advantage of the enclosed discount order form to acquire additional copies for distribution to your employees. If we can be of further assistance, please don't hesitate to give us a call at (630) 368-1280.

With best regards

Patrick Stinson Publisher Welcome

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Southeast Area

Tur Florida's "River of Grass"

Perhaps one of Florida's most alluring qualities is one of its most hidden. From Lake Okeechobee to the southern tip of the state, the defining feature is the Florida Everglades. The Everglades is actually a slow-moving "river of grass" that is fed entirely from rain water. This river ranges between 50 and 70 miles wide, averages about three feet deep, and rarely flows more than a mile an hour or so.

On the east side of the state, the Everglades is bordered by ridges of limestone that form a natural wall from Palm Beach County south.

To the west, the line is blurred as the Everglades melts into a wide region of shallow mangrove and cypress swamps, called Big Cypress Swamp.

At the southern end, where the Everglades drains into the Gulf of Mexico, thick mangrove jungles form the only barrier between the low-lying land and the ever-encroaching sea.

Everglades tours are easily accessible from both the southeastern and southern Gulf coasts, where the "glades" are only a couple of minutes away. Local convention and visitor bureaus are good contacts for reputable boat tours. See page 19 for Florida Convention & Visitor Bureaus.



Visit Florida

Kayak Through the Wetlands at Brevard 7. Paddle a kayak through 22 acres of natural wetlands and see a wealth of native Florida plants and animals, such as bobcats, wading birds, ospreys, and even small alligators. For information call 407:254:9453

Seven Fun Things To Do in Fort Lauderdale

Bored with the beach? There's more to Fort Lauderdale than sun and sand. When you're in town, you can:

• Swim like Tarzan. Hollywood's Johnny Weismuller trained at Fort Lauderdale's International Swimming Hall of Fame. It's also where the U.S. Olympic Dive Team trains.

• Watch a caterpillar turn into a butterfly at Butterfly World, the largest and most complete facility of its kind, where you can encounter as many as 50 species from five continents.

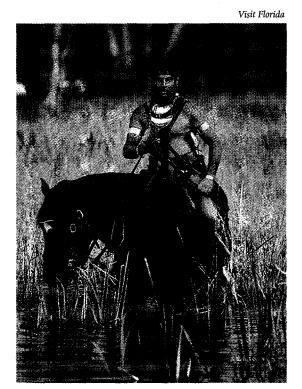
• Spend a night in a chickee hut with Seminole Indians at Billie Swamp Safari. By day you can cut through the Everglades in an airboat.

 Tell time with the gravity clock at the Museum of Discovery & Science/Blockbuster IMAX 3D Theater.

 Spot manatees at Port Everglades from November through April, or take a turtle walk on the beach from February to April.

• Feast on stone crabs at 15th Street Fisheries restaurant as you watch some of Florida's resident yachts glide along the Intracoastal.

• Step back in time and enjoy the shell and orchid collection at the 1920's-era Bonnet House, the 35-acre, oceanfront estate of painter Frederic Bartlett.



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Kissimmee - St. Cloud Area

Vacation Guide Offers Best Deals Under The Sun

The Kissimmee St. Cloud resort area boasts accommodations providing the most reasonable rates of any Florida destination. Popular for its location at the doorstep to the Walt Disney World Resort*, Kissimmee St. Cloud is enhanced by convenient accessibility to Universal Studios Escape*, Sea World* Orlando and the Kennedy Space Center Visitor Complex among a host of other great fun and sun options.

Easy-to-find, valuable information on Florida's best stay and play destination is colorfully depicted in the Kissimmee-St. Cloud Vacation Guide. The free Vacation Guide also features a pull-out map and dozens of Fabulous Vacation Specials offering up to 50% sayings at area accommodations and attractions.

To obtain the Kissimmee-St. Cloud Vacation Guide, call 800-526-KISS (5477).

HOTEL FEATURES:

- Free Full American Breakfast Buffet
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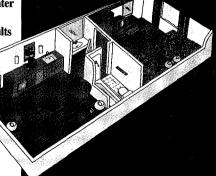
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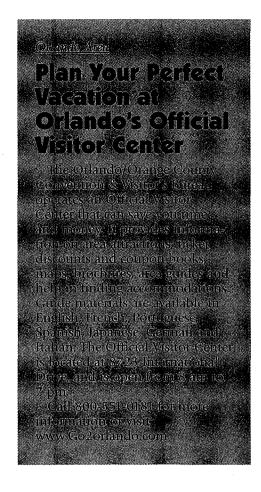
Jacksonville Area

Experience Florida's First Coast of Golf

Looking for a golf vacation with scenic, yet challenging courses and quality hotel accommodations for one affordable price? Well, look to Northeast Florida and its golf packaging services provided by Florida's First Coast of Golf (FFCG). Choose from 24 notable hotels and 30 prestigious golf courses and personalize your next golf vacation.

Northeast Florida, referred to by locals as the site of the first European settlements in America, includes the tranquility of Amelia Island and historic Fernandina Beach, the excitement and bustle of Jacksonville — recently named the sixth best golf destination by *Golf Digest* — and rapidly growing St. Johns County, home of the PGA Tour headquarters, The Players Championship golf tournament and the World Golf Village and Golf Hall of Fame.

For more information about FFCG or to receive a complimentary copy of the *Florida Golf Vacation* digest, call 888-859-8334.



Visit Florida



Orlando Area

Universal Studios "Islands of Adventure" Offers Discounts

The Universal Studios Florida FAN CLUB is an exciting program offered free to companies with 100 or more employees, featuring special discounts on regular admission for family and guests.

Universal Studios Islands of Adventure, an all new 21st century theme park, challenges you to ... Live the Adventure^{M!} Beginning at the dramatic Port of Entrys, adventurers will set off to experience classics, as well as the most contemporary stories and characters. You'll live it all on five exciting islands

including Seuss LandingsM, the Lost Continent^M, Jurassic ParksM, Toon Lagoon³⁶, and Marvel Super Hero Island⁵⁶.

JAN GILLE

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the new entertainment core in Orlando. This expansive 30-acre complex features an eclectic mix of live entertainment spots, fun & fine dining establishments, electrifying specialty shops and state-of-the-art cinemas.

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Pensacola Seville Historic District



Visit Florida

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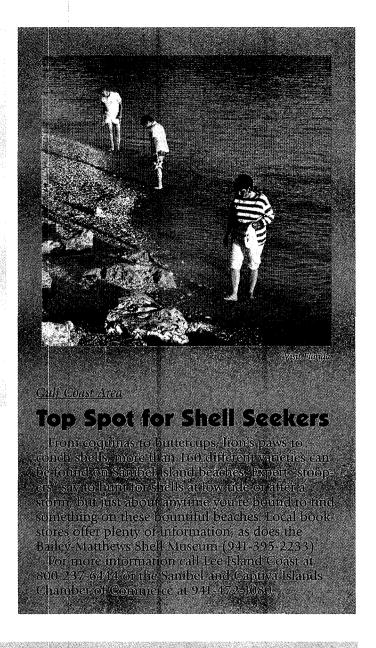
Orlando Area

L-ok Into Orlando's Other Theme Parks

Everyone knows about Walt Disney World. But what about all the other diverse attractions in the Orlando area? Some, like Universal Studios and Sea World are well-known. Others, such as Splendid China and Wet 'n Wild aren't quite so obvious. There are places such as Wekiva Falls Resort and Rise and Float Balloon Tours of which you may never have heard.

A family vacation to Orlando is a large investment, so it might be wise to do some research first. And there's no better place than Kelly Monaghan's exhaustive Orlando's Other Theme Parks, a 480-page compendium that lists everything you could ever want to know about area attractions that aren't symbolized by mouse ears. Available for \$14.85 plus \$3 shipping and handling from the Intrepid Traveler, PO Box 438, New York, NY 10034. Phone orders: 800-356-9315.





North Florida Area

Florida Seasonal Deals

Every Fall vacationers head to North Florida, where summer lingers an extra month or two — and great seasonal deals make it all easier.

In September and October, Florida is emptying and the Gulf of Mexico is bathwater warm. For travelers who want to get away for a couple of days but not part with a lot of cash, here are two spots worth considering.

Amelia Island: Tucked off Florida's northern-most Atlantic Coast, Amelia Island has 13 miles of beaches, top-notch sports facilities, and a historic district comprising 50 blocks. For information call 800-2-AMELIA.

Destin-Fort Walton Area: Located on the state's panhandle, Destin and environs offer plenty: 24 miles of beach, 545 holes of golf, fishing in the "World's Luckiest Fishing Village" (a.k.a. Destin) and 10 amusement areas offer everything from bumper boats to batting cages. For information call 800-322-3319.

Orlando Area

What's New at Walt Disney World

In addition to opening a "new land" named Asia, in which guests can raft the Kali River rapids and take a Maharajah Jungle Trek amid tigers and fruit bats, Disney World has opened four other major attractions:

The ubiquitous Cirque du Solei now operates one of its permanent shows on the Downtown Disney West Side. Called *La Nouba*, this *circus a la Européen* showcases the talents of tumblers, acrobats, catortionists and other artists from all over the world.

At the Buzz Lightyear's Space Ranger Spin, interactive cruises are controlled by their riders, who can spin them through 360 degrees and fire laser cannons at targets. At the end of the ride, scores are handed out.

The Disney-MGM Studio attraction is the setting for *Fantasmic*, a live stage show that the park calls the most ambitious in its history. In what is described as "a battle of good versus evil," a "32,000-pound dragon spouts a mile-long stream of fire."

Epcot Test Track riders experience what is billed as "the longest and fastest ride ever at Walt Disney World." Six-passenger Test Track vehicles go through suspension, brake and ride-handling "tests," before negotiating a 50-degree banked turn at 65 mph.

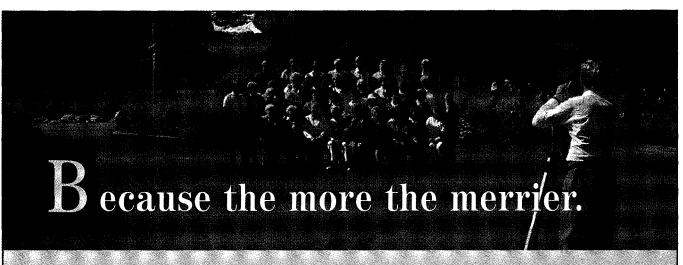
For information call 407-824-4321 or visit www.disneyworld.com

Florida Keys Area

Extend Your Vacation in the Affordable Keys

If you want to squeeze just a bit more out of your summer vacation, don't overlook the Florida Keys. A world-famous paradise for snorkeling, diving and fishing, the Keys' waters are protected as a National Maritime Sanctuary and harbor more than 100 species of game fish. Key West is a very attractive dive travel destination featuring America's only living coral reef. Vacationers enjoy the great climate without ever leaving the country showing a passport or changing their money, Best of all, the Keys lodging rates drop 20% to 40% in September and October.

For information call 800-FLA-KEYS or 888-222-5090 (Key West)



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Daytona Beach Area

See Motorcycle Memorabilia at Klassix Auto Museum

One of America's best classical automobile collections is the centerpiece of Mark Martin's Klassix Auto Museum. Complementing the extensive array are era period sets and scenery which chronicle the role of the automobile in American subculture and history. A specialty area dedicated to racing history and the worldfamous "Bike-Week" are also featured. A motorsports memorabilia gift shop and 1950'sstyle soda fountain ice cream parlor add to the nostalgic set-

For information call 904-252-3800



Cape Canaveral Area

Get A Lift on the Space Coast

The U.S. Astronaut Hall of Fame houses the world's largest collection of astronaut memorabilia. A recent expansion added a simulated moon walk, a chance to land the space shuttle via video screen, and a contraption in which you can pull 4 C's. For information call 407-269-6100.

To see a shuttle blast-off up close visitors can either write in advance to NASA for a free vehicle pass or purchase shuttle launch bus tickets at the Kennedy Space Center Visitor Center Launches are also visible from beaches along the entire Central East region. For information call 407-867-6000



Ft. Lauderdale Area

Florida's Native Americans Share Rich Heritage

Native Americans hunted, fished and farmed the land we now know as Florida for thousands of years before Europeans ever set foot there. A strong Native American presence is still embodied today in Florida's Seminole and Miccosukee tribes. Their cultures thrive in the Big Cypress Swamp, where for more than a hundred years they have lived in harmony with that unique ecosystem, The Everglades.

To share its rich heritage, the Seminole Tribe has recently opened up its Big Cypress reservation (located west of Ft. Lauderdale off I-75) to visitors. Try a swamp buggy ecotour through the Big Cypress viewing the birds and other wildlife that make their home in these hardwood hemlocks, wetlands and sloughs. For an in-depth look at Seminole culture, visit the Ah-Tah-Thi-Ki Museum which offers a film artifacts and nearby nature trails.

Just south of Big Cypress Reservation on the Tamiami Trail, travelers may want to visit the Miccosukee Indian Village with its museum, boardwalk and alligator arena.

For information on Seminole attractions, call 800-617-7516, for the Miccosukee, call 305-223-8380.

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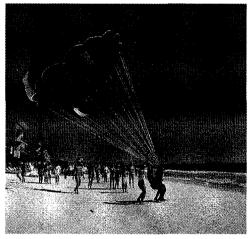
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Visit Florida

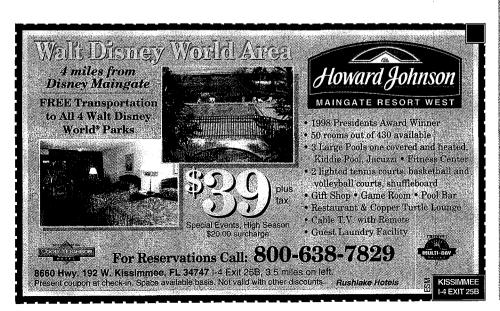
Floreitation Guidebook Highlights Florida Festivals and Events

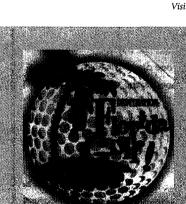
The Florida Department of Environmental Protection offers a bi annual publication highlighting the festivals events, interpretive and environmental education programs that are offered throughout the department

From turtle watching and a Camellia Christmas to battle recording them and environmental education workshops — Festivals and Events features all of these special occasions. Eick up a copy at any state paid of cell 1004-2488-257-2 Affect Homela State Purks Children also available to vacationers. Call 888-7 FEAUSA.

Florida has three national forests (Apalachicola, Osceola and Oerla) that compaise more than one million acres of wildlife biscavate National Park is a 175,000 acre marine playground of the coast of Mianu. Dry Tortugas, located 68 miles west of Key West, is the nation's newest national park.

For a National Park Guide contact: National Park Hospitality Association, 1225 New York Avenue, NW, Washington, DC, 20005-6155 or call 202-682-9507





Florida Fun

Free Florida Golf Directory and Vacation Planning Guide

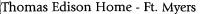
Destination: Florida Golf is a quick and easy reference for planning your golf vacation in Florida. The free guidebook provides you with pertinent information about golf course facilities in eight different regions of Florida.

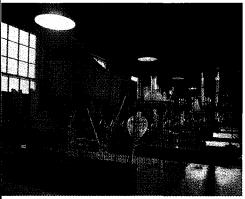
To obtain your copy, call toll free 1-877-PLAY FLA or visit www.flasports.com Florida Fun

Visit Florida Fishing Website

Anglers from around the world come to test their skills in Florida. Those on the hunt for big game fish like marlin, sailfish and tuna are lured by locations such as Destin and The Florida Keys, an island chain which is also on the hook for backcountry fishermen. Cedar Key on the Gulf Coast, Boca Grande Pass in Southwest Florida, Palatka on the St. Johns River in Northeast Florida and Stuart on the Southeast coast each have their claim to fishing fame. Freshwater enthusiasts fish Lake Okeechobee, the second largest lake in the country.

Check out www.flausa.com/fishing for details.





Visit Florida



Visit Florida

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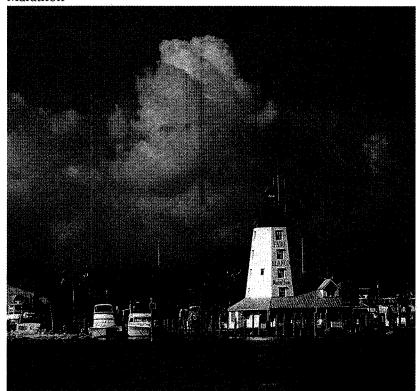
<u>Florida Fun</u>

Free Florida Vacation Guides You Wmn't Want To Miss

Visit Florida has several new publications that highlight the state's resources for vacationers — publications that can also assist you in choosing Florida destinations. These include Undiscovered Florida, a comprehensive reference to the ecological and historical attractions in the state. What's Old is New Again! a guide to eco/bertrage outdoor activities; and Worth the Drive, a seven-feature series of themed, four-day driving itineraries on topics such as The Art Museums Tour, an overview of the art museums in each area of the state.

For your free copy, call 888-7FLA USA or visit www.flausa.com

Marathon



Visit Florida

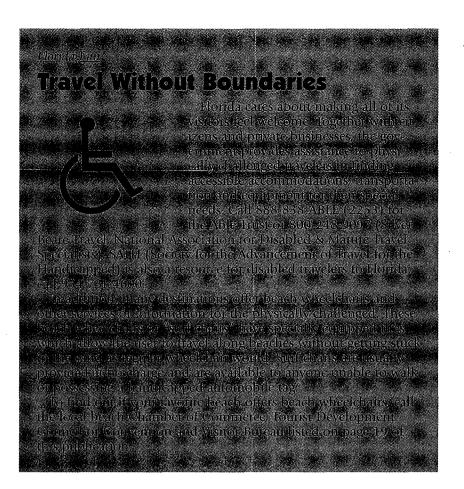


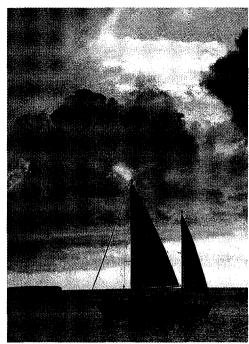
Florida Fun

Making The Most Of Your Trip To Florida

No matter what time of year, the Florida sun is always strong. Here are a few things you should bring to enjoy our beautiful weather.

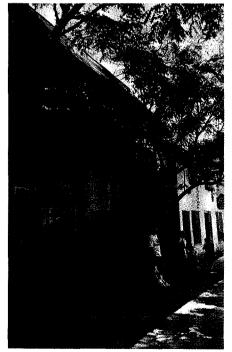
- Lots and lots of sun protection suntanlotion, sun blocks, sunglasses, hats or visors
- Comfortable clothing appropriate for the time of year and good walking shoes. Also, you may wish to bring special clothing for evenings out. A jacket or sweater is a good addition in cooler months.
- Carry travelers checks and only a small amount of money.
- A sense of humor. While traveling is exciting and fun, sometimes things don't go as planned, if you always have your sense of humor, you're sure to have a terrific vacation!





Visit Florida

St. Augustine



Visit Florida

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Florida Fun

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Alphabetical Directory

of Destinations

Alachua County Convention & Visitors Bureau 352-374-5231

Amelia Island Tourist Development Council 800-2-AMELIA (226-3542)

Bradenton Area Convention & Visitors Bureau 800-462-6283

Cocoa Beach Area Chamber of Commerce 321-459-2200

Daytona Beach Area Convention & Visitors Bureau 800-854-1234

Emerald Coast Convention & Visitors Bureau 800-322-3319

Florida Keys & Key West Visitors Bureau 800-FLA-KEYS

Florida's Space Coast Office of Tourism 800-USA-1969

Greater Fort Lauderdale Convention & Visitors Bureau 800-22-SUNNY

Greater Miami Convention & Visitors Bureau 800-933-8448

Gulf Beaches of Tampa Bay 800-944-1847

Jacksonville and the Beaches Convention and Visitors Bureau 800-733-2668 Kissimmee-St. Cloud Convention & Visitors Bureau 800-327-9159

Lakeland Area Chambefr of Commerce/Convention & Visitors Division 863-688-8551

Lee County Visitors & Convention Bureau 800-237-6444

Marco Island & The Everglades Convention & Visitors Bureau 800-788-6272

Naples Area Tourism Bureau 800-605-7878

Okalossa County Tourism Development Center 800-322-3319

Orlando/Orange County Convention & Visitors Bureau 800-551-0181

Palm Beach County Convention & Visitors Bureau 800-554-PALM

Captiva



Visit Florida

Panama City Beach Convention & Visitors Bureau 800-553-1330

Pensacola Convention & Visitors Bureau 800-874-1234

Sarasota Convention & Visitors Bureau 800-522-9799

Seminole County Convention & Visitors Bureau 800-800-7832

St. Johns County Visitors & Convention Bureau 800-OLD-CITY (800-653-2489)

St Lucie County Tourist Development Council 800-344-TGIF

St. Petersburg/Clearwater Area Convention & Visitors Bureau 800-628-2866

South Walton Tourist Development Council 800-822-6877

Suwannee County Chamber of Commerce 904-362-3071

Tallahassee Area Convention & Visitors Bureau 800-628-2866

Tampa/Hillsborough Convention & Visitors Bureau 800-826-8358

Visit Florida 800-7FLA-USA

Advertiser Informatio

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our ad on page 11.

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Phone: 407-239-8588 Fax: 407-239-1401

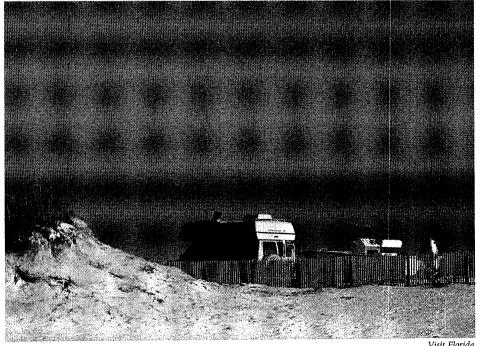
www.buenavistasuites.com

Looking for a treat for the whole family? Located one-and-a-half miles from Walt Disney resort, Buena Vista Suites features 280 spacious tworoom suites with a private bedroom and separate living room with a sofa bed — accommodating up to six people (max. four adults). Your suite includes an in-room coffee maker, refrigerator, wet-bar, two TVs and a video player, interactive video games and in-suite movies. Enjoy a free full American breakfast buffet daily and free scheduled transportation to the Magic Kingdom, Epcot Center, Disney/MGM Studios and Disney's Animal Kingdom. ESM VIP Club Card Travel Club Special — \$105 plus 11 percent tax per suite, per night. Rates subject to availability. See our ad on page 7.

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Visit Florida

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E-mail: steveclary@cendant.com

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Lee Island Coast Visitor & Convention Bureau

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How far away a vacation takes you can't always be measured in miles. On Florida's Lee Island Coast you'll escape to a world where white sand beaches stretch as far as you can see and the shore is lined with exotic seashells. It's a world of tropical wildlife, spectacular sunsets and warm Gulf breezes. See our ad on page 10.

Ramada Inn All Suites at International Drive Center

6800 Villa De Costa Drive Orlando, FL 32821 Phone: 800-633-1405 Fax: 407-239-8243

www.ramadasuitesorlando.com

Adjacent to International Golf Course, and only half-mile from Sea World, this resort is Orlando's best-kept secret for family vacations. 145 nicely appointed condominiums, each with a living room, dining room, fully equipped kitchen and two master suites with private baths. Complimentary continental breakfast, 2 heated pools, 3 jacuzzis, fitness center, Cafe and Pizza Hut. See our ad on inside front cover.

Ramada Paradise Beach Resort

1380 S. Ocean Blvd. Pompano Beach, FL 33062 Phone: 954-785-3300 Fax: 954-785-8301

The Ramada Paradise Beach Resort Hotel is one of the few hotels located directly on its own private beach minutes away from South Florida's major attractions. Enjoy an array of great restaurants, shops, golf courses, boat rentals and malls. Conveniently located midway between Miami and West Palm Beach. Ask for ESM Association special rate (save up to \$20 per night). See our ad on page 15.

Oceans Resorts, Inc.

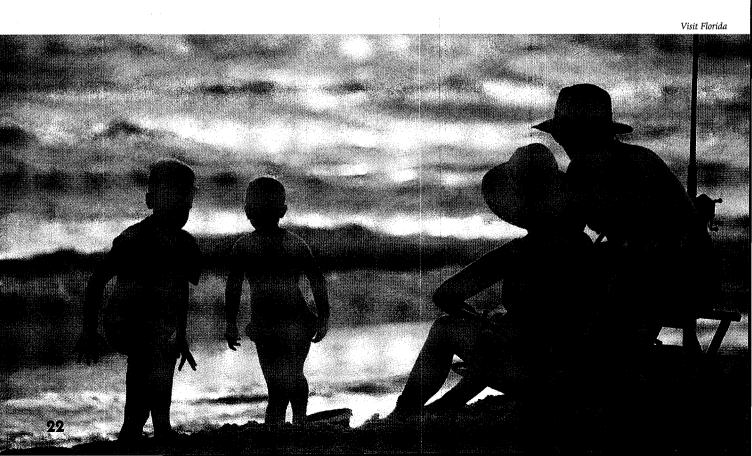
2025 S. Atlantic Avenue Daytona Beach, FL 32118 Phone: 800-874-7420 Fax: 904-253-9935

Five oceanfront resorts offer: • 1119 rooms, suites and efficiencies • Kingsize pools • Golf and recreation programs • Variety of lounges and restaurants • European-style spa and fitness center • Complimentary shuttle between our hotels. ESM Association members receive a free welcome gift and discounted rates: \$49 (5/1/00-6/15/00, 8/20/00-12/15/00) and \$69 (6/16/00-8/19/00). 1-4 pp, standard room, excludes holidays and special events. See our ad on inside back cover.

Resort Marketing International

6880 Lake Ellenor Drive, Suite 201 Orlando, FL 32809 Phone: 407-532-1019 Fax: 407-532-1192

Resort Marketing International offers discounted resort and hotel accommodations in Orlando, Ft.
Lauderdale and Miami. Stay at a resort in Orlando, located just one mile from Downtown Disney, from \$29 per night. Check out www.floridaoffers.com for more great deals and register to win a free vacation. Or call 800-459-1009. See our ad on page 18.



Daytona Beach's Family of Fine Oceanfront Hotel



- Relaxed mood of Old Mexico
- South-central beach area
- Restaurant & lounge
- 133 Rooms & suites
- Refrigerators & safes in every room
- Picnic area and shuffleboard
- Across from miniature golf



2505 South Atlantic Ave. ytona Beach Shores, FL 32118



- · Key West decor
- · North beach area
- 184 Rooms & suites
- Refrigerators in every room
- Poolside restaurant
- Across from the beachside's largest shopping center
- Shuffleboard and kiddie pool

Plaza Resort

- Elegant historic hotel
- · Shops & eateries
- · Central beach area
- 322 Rooms & suites
- 600 North area's hottest nightclub
- 32,000 sq. ft. of flexible meeting space
- Home of Ocean Waters Spa



- · Island atmosphere
- South-central beach area
- Deluxe penthouses
- 241 Rooms & suites
- Refrigerators in every room
- 9,000 sq. ft. of meeting space
- Live entertainment
- Poolside restaurant and lounge



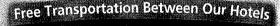
- · Tropically decorated
- · North beach area
- 239 Rooms & suites
- Microwaves & refrigerators in every room
- Indoor spa w/pool, jacuzzi, sauna & steam room
- Penthouse lounge w/live entertainment
- Directly across from the beachside's largest shopping center



2025 South Atlantic Ave. Daytona Beach Shores, FL 32118



2500 North Atlantic Ave. Daytona Beach, FL 32118





2000 North Atlantic Ave. Daytona Beach, FL 32118



600 North Atlantic Ave. Daytona Beach, FL 32118

With our ESM Courtesy Card, members receive a special welcome gift and year-round discounted rates

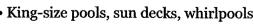
849

(5/1/00-6/15/00 & 8/20/00-12/25/00)

\$69

(6/16/00-8/19/00)

All dates based on availability and exclude holidays and special events.



- Free professionally staffed recreation programs for all ages
- Variety of restaurants and lounges
- Golf packages available
- Over a thousand beautiful rooms, suites and efficiencies



To order ESM Courtesy Cards for your employees call

800-874-7420 www.daytonahotels.com A full service, European style spa, salon & fitness center. Spa packages and Gift Certificates available.



(YOU.)

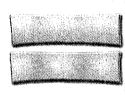






 \leftarrow (Us.)

Club Navigo







The Florida Vacation Station is a group of travel industry professionals who are committed to providing consumers memorable vacations of a lifetime at extremely affordable prices.

Club Navigo is our flexible resort vacation club that gives you more vacation options.

Through our partnership with ESM, we have been offering affordable Central Florida vacations since 1995. Contact us to receive your Florida Vacation Station employee-outreach starter kit and/or supplemental materials. It's an easy value-added benefit your employees will love.





employee services management

www.esmassn.org

magazine

May/June 2000



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Excellence

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Get The Card That Says You're A Serious HomeBuyer

THE CTX Qualified HomeBuyer

HOME SERVICES CARDSM

Applying for a CTX Qualified HomeBuyer Card from CTX Mortgage will help you get the home you want. The card tells your Realtor and the seller that you have already received credit approval for mortgage financing. It lets them know that you mean business and have the ability to close quickly. Here are some of the other advantages of the CTX Qualified HomeBuyer Card:



- Complete an application over the phone
- Receive a loan decision within 48 hours
- · Provides the negotiating power of a cash buyer
- Tells the Realtor and seller that you already have credit approval for mortgage financing*
- · Gives home buyers the ability of closing in days
- · Lets you lock in a rate for a shorter period, which translates to a lower lock-in fee
- Entitles home buyers to discounts on home services such as lawn care, pest control, home security and other relocation packages

If you would like to inquire about home buying and how to qualify for a mortgage, call your CTX Mortgage loan officer at

1-800-535-6546.

*Mortgage credit approval subject to:

• Accuracy of the information that you have given CTX

• Verification of an acceptable down payment and closing funds

• Verification of no adverse changes in your credit or financial status

• Your selection of an eligible property (e.g., appraisal, condo/PUD requirements, title policy and sales contract all acceptable to CTX)

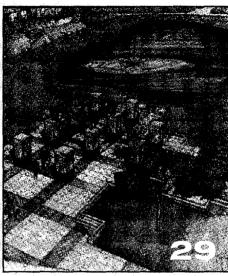
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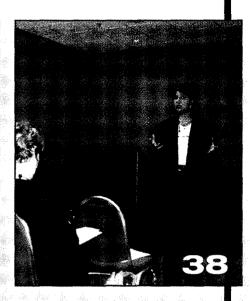
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Exposing excellence

ell it wasn't easy, but we've done it again. From all of the top notch employee services programs implemented in 1999, we managed to choose six companies to receive ESM Association's Awards of Excellence. The winning programs exemplify progress and innovation in the employee services field. These companies have employers who know the value of employee services in recruiting and retaining workers, and they are reaping the benefits of a content and productive workforce.

The employee services departments that submitted award-winning entries all have one aspect in common: they listen to what their employees have to say and strive to meet their needs. For example, Raytheon's Employee Services Team, Tucson, AZ, noticed, after a large hiring stint, that many new families arrived in the neighborhood with the stress of acclimating to a new environment. To help these employees feel more at home, the Team promoted its employee services programs as opportunities to meet their new coworkers and learn more about the services. Their comprehensive work/life assistance program puts family resources at employees' fingertips.

Litton Laser Systems' Social Activities Committee, Apopka, FL, allows their employees to submit proposals for activities that they can then oversee. Allowing employees to choose the social, recreational and sports activities they enjoy, boosts morale. Permitting them to organize the events gives employees ownership of the programs.

After Baltimore Gas and Electric Company, Baltimore, MD, underwent restructuring, their employee association wondered if their programs still met employees' needs. Surveying their active employees and retirees showed them which programs they could not live without and which ones needed improvement.

The Activity Center staff at Blue Cross and Blue Shield of Texas, Richardson, TX, knew some of their employees did not have time to exercise at the Activity Center. As a result, the staff implemented an exercise incentive program by extending the hours of the Activity Center and allowing employees to work out in their business casual clothes during breaks.

Hughes Network Systems' annual Take Our Daughters to Work Day program was well-received however, some of the employees could not afford to give up a full day of work to participate in the program. To increase participation, the Germantown, MD-based company split the day into two sessions and allowed employees to choose between a morning or afternoon session to visit with their child. For the remainder of the day, the Employee Services Team took the children on a tour of the facility and other activities.

Employees at Roche Diagnostics Corporation, Indianapolis, IN, did not feel recognized for their work. To boost morale and recognize employees, the company's Employee and Family Services Team built a Recognition Plaza where employees' names are displayed on kiosks that recognize their years of service.

Turn to page 9 to begin reading about the Awards of Excellence winners and learn from the best. Then, see page 33 for the ESM Association chapters' Superior Merit Award winners. Keep up the good work, one and all!

Renee M. Mula Editor reneemula@esmassn.org



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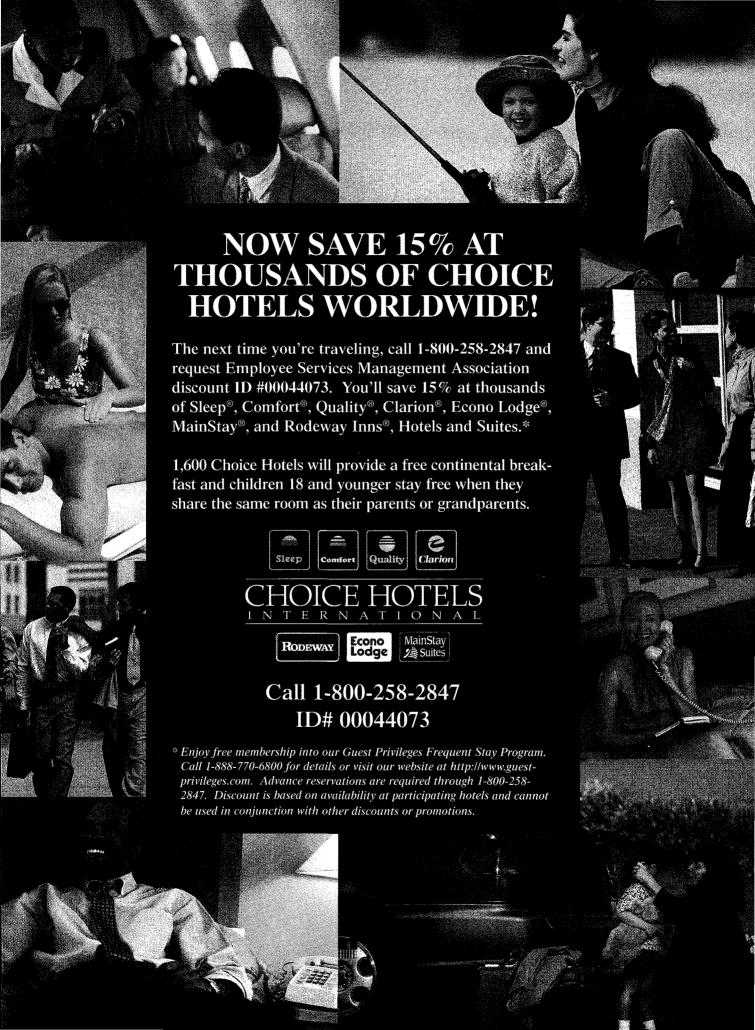
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Rence M. Mula



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602-957-5643 FAX	- , , ,
	Golden Getaways Inc 32
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Perksatwork.com
Web of Care.com 20 604-639-3881, 604-683-7570 FAX lcolcy@webofcare.com

Annual Report

1999 ESM Highigans

June 2000

Dear ESM Member:

On behalf of the Board of Directors, it is my pleasure to present you with ESM Association's 1999 Annual Report (opposite page). We have included statements of our financial position as of December 31, 1999 and statements of activities for the year ending 1999. These statements are an overview of our financial situation, which is audited annually by the independent accounting firm of Patrick W. Melvin & Associates L.L.C., Chicago Ridge, IL.

Last year was a year of accomplishment. Our successes began when the membership overwhelmingly voted to change our name from NESRA to Employee Services Management (ESM) Association. This act helped advance the profession by solidifying the term Employee Services. We first presented ourselves as ESM Association at The Motivation Show in Chicago, IL, where we held an exhibit booth. Reactions to our new name and new look were positive.

Last year also marked the introduction of ESM Association's Work/Life in Motion seminar, where we taught human resource managers how to sell their ideas to management. This one-day event further demonstrated ESM Association's expertise in the work/life arena in addition to employee services.

"The Employee Services Umbrella" became "The Ten Components of a Well-Rounded Employee Services Program." Convenience Services, Voluntary Benefits and Wellness were added to the list. Finally, an Individual Membership category was developed to allow additional contacts at member companies to become members of ESM Association at a discounted rate. Through these accomplishments, we have succeeded in taking the employee services field to its next level.

Sincerely,

Brenda Robbins, CESM

Banda Kellenz

ESM Association Immediate Past President



1999 Annual Report

STATEMENTS OF FINANCIAL POSITION DECEMBER 31, 1999 AND 1998

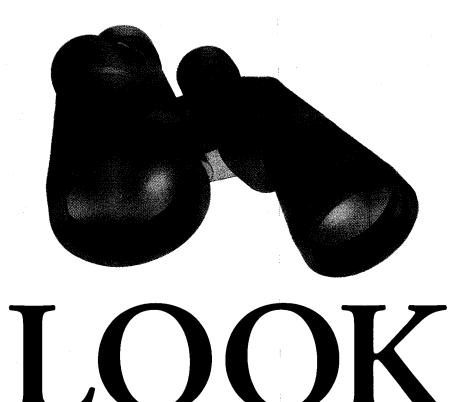
	1999	1998
ASSETS		
CURRENT ASSETS		
Cash and equivalents	\$ 24,455	\$ 59,580
Accounts receivable	20,529	18,062
Prepaid expenses	41,410	57,015
TOTAL CURRENT ASSETS	\$ 86,394	\$ 134,657
FIXED ASSETS		
Furniture and equipment	\$ 80,975	\$ 73,247
Less accumulated depreciation	(72,799)	(64,519)
	8,176	8,728
OTHER ASSETS		
Office security deposit	\$ 2,076	\$2,076
TOTAL ASSETS	\$ 96,646	\$ 145,461
LIABILITIES AND NET ASS	ETS	
CURRENT LIABILITIES		
Accounts payable	\$ 27,675	\$ 21,658
Accrued compensation	21,885	22,119
Accrued income tax		1,700
Deferred income	174,652	156,578
TOTAL CURRENT LIABILITIES	\$ 224,212	\$ 202,055
NET ASSETS (DEFICIT)	(127,566)	(56,592)
TOTAL LIABILITIES AND NET ASSETS (DEFICIT)	\$ 96,646	\$ 145,463

STATEMENTS OF ACTIVITIES FOR THE YEARS ENDING DECEMBER 31, 1999 AND 1998

	1999	1998
REVENUES	\$ 986,411	\$ 917,459
EXPENSES	1,056,193	932,485
(DECREASE) IN NET ASSETS	\$ (69,782)	\$ (15,026)
NET ASSETS (DE Beginning of Year		(39,866)
INCOME TAXES	<u>\$ 1,192</u>	<u>\$ 1,700</u>
NET ASSETS (DEFICIT) End of Year	(¢ 107 566)	(\$56 E02)
Ella di Teal	(\$ 127,566)	: <u>(\$30,382)</u>

ESM ASSOCIATION FOUNDATION 1999 FINANCIAL STATEMENT

REVENUES	\$ 18,786	
EXPENSES	8,017	
EXCESS OF REVENUES OVER EXPENS	SES/	
(DEFICIT)	10,769	
NET EQUITY 1/1/99	50,444	
NET EQUITY 12/31/99	\$ 61,213	



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"Diamonds are nothing more than chunks of coal that stuck to their jobs."

-MALCOLM FORBES, PUBLISHER

Two media giants merge

As electronic media such as the Internet, intranet and e-mail become the preferred method for delivering company news, editors must decide how to balance these new forms of communication with the company's tried-and-true printed publications. To simply copy a printed newsletter online will displease the users of both mediums. However, there are creative techniques for using electronic communication in conjunction with printed materials. The key is to find a distinct purpose for both mediums.

Electronic communication is an efficient method for reporting time-sensitive information. Messages reach everyone in the company instantaneously, as long as they have e-mail. After sending an electronic message, you can print a newsletter article that further develops the issues discussed in the electronic broadcast. The time between the original communication and its printed follow-up allows you to talk with employees and managers about the issues and provide additional information.

Another method for combining electronic and print communication involves offering an expanded online version of the print publication. Although some of the material is repeated between the two sources, an online version allows you to cite Internet resources to enhance your information. Near the online stories, consider posting links to other URLs as additional resources. Use interactive chat rooms, online employee surveys and e-mail feedback opportunities as outlets for discussion.

Electronic media can enhance your current print publications when you find a purpose for both mediums. Try using both formats when covering company news. This will make your employee publication a more visible and vital tool for employees as well as enhancing communication within the company.

—STRATEGIC EMPLOYEE PUBLICATIONS, APRIL 2000

Make that pessimist a manager

Looking at the black cloud rather than the silver lining could be the attitude necessary for progress. Since pessimists usually anticipate negative outcomes, they have a mindset for finding solutions to potential problems before they occur.

To benefit from this pessimistic ideology, make notes of what could go wrong with an idea or project. By having solutions in hand, potential setbacks can be addressed immediately.

—THE MANAGER'S INTELLIGENCE REPORT, ISSUE MR003

esm

Speak your mind

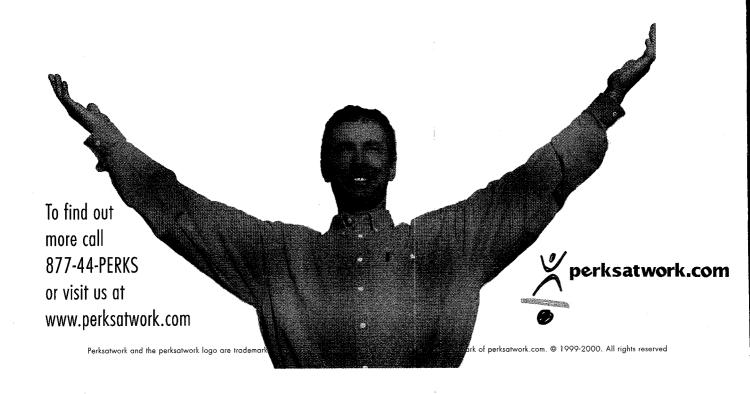
Standing in front of an audience can be a daunting task, even for the most confident individual. To deliver engaging presentations with ease, you must have a plan of action. Follow these tips for becoming an assured speaker:

- **1. Become an expert.** Focus your study on a specific aspect of your company or a particular field of service. Keep pertinent information on file for future reference.
- **2. Read.** While it is important to have a focus, it is equally beneficial to be informed on a variety of issues and current events. Reading will help you develop connections between a myriad of topics and your particular subject area.
- **3.** Have a sense of humor. Add light moments to your presentations when you want to win over an audience or sooth a potentially hostile crowd. Also, use humorous remarks to touch on important points within your speech.
- **4. Tape yourself.** Once you have written your speech, record yourself as you practice it. Listening to yourself on tape can reveal awkward transitions and dead spots that can be corrected before the big day. Video also allows you to examine your posture and body language.
- **5. Volunteer to speak.** Preparation should be followed by practice. Deliver speeches for local businesses and professional organizations. Every successful speech you make will increase your confidence and minimize your fear.

—OFFICE HOURS, APRIL 13, 2000

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Awards of Excallences

By Renee M. Mula, editor

The best employee services programs and activities

Employee Services Management (ESM) Association is proud to present the winners of its 2000 Awards of Excellence. ESM Association bestows these awards to showcase the best employee services programs. This year, eight programs were awarded in four different categories. These categories include the Eastwood Award, Research/Benchmarking Award, Innovative Program Award and Leonard R. Brice Superior Merit Award. The winners accepted their awards at ESM Association's Member Appreciation Luncheon held on April 14, 2000 at ESM Association's 59th Annual Conference and Exhibit at the Adam's Mark Hotel in Denver, CO.

First, you will read about the Eastwood Award winners. The Eastwood Award is the most prestigious of the Awards of Excellence, awarded to the most outstanding overall employee services programs of 2000. The award is named in honor of ESM Association's first president, Dr. Floyd Eastwood. This year, the award for over 5,000 employees goes to Raytheon Missile Systems, Tucson, AZ, and in the category of less than 1,000 employees, Litton Laser Systems, Apopka, FL. Candidates must submit entries that document their mission statement; scope of the program and how it increased the awareness of employee services; how it impacts the company's business or culture; plus other details such as goals and strategies for securing financial resources.

This year's Research/Benchmarking Award was given to Baltimore Gas & Electric Co., Baltimore, MD. This award is presented to outstanding research/benchmarking studies that are designed to prove the value of employee services, develop a new program, enhance a current program or learn more about the profession. Entrants are asked to include a copy of their research reports with their entries.

The Innovative Program Award is awarded to the most innovative and creative program activity within an overall employee services program. The winners are Hughes Network Systems, Germantown, MD, Roche Diagnostics, Indianapolis, IN, and Blue Cross and Blue Shield of Texas, Richardson, TX. This award signifies the latest advancements in our pro-

Awards@fExcellence

fession. Entrants must include their programs' objective, evaluation process and how their programs increased the awareness/visibility of employee services to their companies' management.

As a national association, ESM Association recognizes the value of its chapters located across the country. The chapters provide local members with frequent educational and networking experiences. ESM Association's Leonard R. Brice Superior Merit Award is judged on a point system. ESM Association of San Antonio, TX, and Tampa Bay/Suncoast Chapter of ESM Association, Tampa, FL, are the winners of the Leonard R. Brice Superior Merit Award. The chapters were

granted this award based on their outstanding chapter administration and their effective efforts to provide professional development and networking opportunities to their members.

The high quality of this year's award entries has prompted ESM Association to recognize additional programs as Honorable Mentions. Hughes Network Systems, Germantown, MD, received Honorable Mention for their Employee Store Award entry; and the 3M Club, Lake Elmo, MN, and Litton Laser Systems, Apopka, FL, were recognized for their Innovative Award entries.





Over 5,000 employees

Knowing corporate culture

How Raytheon identified a hiring trend, met employees' needs and retained workers

The Employee Services Team at Raytheon Missile Systems, Tucson, AZ, uses creativity to meet the needs of their diverse employee population. Over the past year, Raytheon has added over 3,000 workers to the company payroll. The Employee Services Team identified this hiring pattern and immediately began creating programs that would allow the new employees to quickly and successfully feel an integral part of Raytheon's corporate culture. Raytheon retains workers by promoting the company's devotion to its employees.



Eastwood Award
Raytheon Missile Systems
Tucson, AZ
submitted by Joseph P. Coyle,
vice president, human resources
and communication

KnowingCorporateCulture

Raytheon Missile Systems

Welcome to Tucson

After Raytheon plants all over the country were consolidated, employees were asked to transfer to Raytheon's Tucson, AZ, location. Many new families arrived in Tucson faced with the stress of acclimating to a whole new environment, new schools and a new community. To ease the transition for these employees, the Employee Services Team offered information and guidance to help them feel more at home. The process began at New Employee Orientation, where new hires learned how to access Raytheon's employee programs. After settling in, support continued through Human Resources consultants, the company's work/life program and Employee Assistance Programs (EAP).

Work/life assistance

Raytheon employees and their families have access to a comprehensive work/life program called Work & Family Strategies. Along with supervisory and new employee training, the program offers the following services:

• Prenatal education featuring free books and on-site seminars

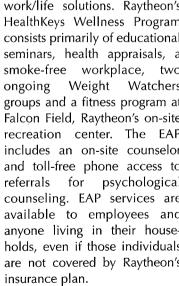
- National dependent care resource and referral information including online services
- · Eldercare education and resource counseling
- Parenting classes
- Brown bag seminars
- At-home sick childcare which is subsidized by Raytheon at almost 90 percent
- Adoption assistance
- Family resource lending library with books, video and audio tapes.

In addition, the program coordinators organize fun, science-based Family Foundation Activities. All services are communicated through a new intranet site, a newsletter sent to employees' homes every two months, a weekly company newsletter, e-mail notification and flyers. Work & Family Strategies provides employees with access to dependent care flexible spending accounts and negotiates childcare center discounts with local providers.

Employee Assistance Program (EAP)

EAP, Work & Family Strategies and Human Resources work closely together to provide employees and their

> families with comprehensive work/life solutions. Raytheon's HealthKeys Wellness Program consists primarily of educational seminars, health appraisals, a smoke-free workplace, two Weight Watchers groups and a fitness program at Falcon Field, Raytheon's on-site recreation center. The EAP includes an on-site counselor and toll-free phone access to for psychological counseling. EAP services are available to employees and anyone living in their households, even if those individuals are not covered by Raytheon's



Moving forward

The Employee Services Department uses employee surveys, feedback forms and personal conversations to learn





Basketball at Raytheon's on-site recreation center is a popular draw for male employees at lunchtime.

how to better serve its population. In response to requests, the Employee Services Team has increased its wellness efforts by offering more brown bag seminars. The department also hired a fitness director for Raytheon's recreation center to develop a hands-on fitness program for employees. The new program includes fitness assessments, personal workout schedules and one-on-one equipment usage assistance.

The results of these program improvements are positive. The company's Healthy Eating brown bag seminars were so popular, the Employee Services Team had to schedule extra classes at multiple

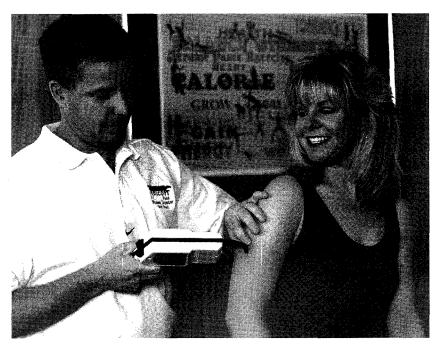
sites. The fitness center's January and February Rocks and Ropes Weekends, a family activity held at a local climbing gym, sold out in two days. The company is thrilled about the excitement generated among the new and transferred Raytheon employees. Participation numbers have greatly increased.

Older employees continue to be an important focus in Raytheon's culture. Approximately 20 percent of the company's employees have eldercare responsibilities. As a result, Employee Services Team's programming emphasizes education, to help avert crises, and assistance services, to provide support when issues arise. Particular attention is paid to long distance care-giving needs for employees whose parents or loved ones do not live in the Tucson area.

Finally, Raytheon is moving toward more web-based communication. Work & Family Strategies just introduced a new intranet site that encompasses several of its employee services including links to 401k extranet sites, a dependent care resource and referral service and human services organizations around the country. Kiosks will be installed for use in areas where employees do not have computers at their desks.

Self-improvement

Those employees involved in providing employee services are encouraged to attend seminars and conferences, such as ESM Association's Annual Conference & Exhibit, and join professional organizations in their field. Programs are kept fresh through net-



Fitness Center Director Bob Pratt performs baseline testing for employee Debbie Bresnik before helping her customize her workout program.

working with other companies. The Employee Services Team members are also encouraged to continue their formal education. Raytheon invests over \$2 million per year in tuition reimbursement.

The Employee Services Team believes that supervisory training is key to the continued success of the programs. Managers who are knowledgeable about employee services will encourage employees to participate in more programs. Supervisory training provides managers with an overview of services available, an understanding of the purpose and philosophy behind these programs and reasons why managers should support them.

The bottom line

Morale, productivity and retention are important to Raytheon's success. Employee services programs, such as the company's dependent care resource and referral service, demonstrate an excellent return on investment through increased productivity. Program participation numbers and feedback on specific classes and events are carefully considered by the Employee Services Team. Assistance programs prompt verbal and written feedback from employees who share how much the program(s) helped them. Employees do not forget quality, caring, convenient service and they appreciate working for a company that supports them at work and in life—this is how Raytheon retains its employees.

Eastwood Award

Less than 1,000 employees

Employees in control

Social Activities Committee allows employees to run their own programs



Eastwood Award Litton Laser Systems Apopka, FL

submitted by Paula Pease, staff project engineer

itton Laser Systems, Apopka, FL, attributes its low turnover and high morale to its Social Activities Committee (SAC). This group of employee volunteers organizes company events with the goal of fostering and promoting a spirit of cooperation and good fellowship. Last year, about 600 employees and family members participated in SAC activities an impressive turnout, considering Litton only has 350 employees. The SAC functions under the Human Resources (HR) Department. In addition to social activities, the HR Department offers an on-site employee store, community services, special events, recognition programs, travel services and much more, all designed to meet the needs of their employees.

Social Activities Committee

Litton considers the SAC to be one of the department's most successful programs largely because it is employee run. The committee is comprised of seven volunteers, each representing a department within the company.

The activities are both employee generated and employee run. Any employee may submit a proposal to his or her department's SAC representative for social, recreational or sports activities. The requesting individual submits the proposal in writing to the SAC departmental representative who reviews the request to ensure it provides the committee with sufficient information. Then, the SAC representative presents the proposal at the next SAC meeting. The SAC Chairperson and Human Resources Group Leader present ideas and activities to the Director of HR and the executive staff for approval.

Employees requesting proposed activities provide a point of contact who is willing to plan, organize and implement the activity. The point of contact keeps the receipts and records of expenditures, and furnishes them to the chairperson on a designated date.

Funding for SAC-sponsored activities is provided through the SAC's Employee Welfare Account, managed by the HR Group. Litton is willing to help offset the expenses of any social, recreational and sports activities that are designed to help improve employee morale. For example, as a guideline, the company will co-sponsor employee expenses of social and recreational activities to no more than 25 percent of the cost. SAC usually funds a maximum of 75 percent of the total cost of the program. Exceptions may be approved by the Director of HR.

SAC activities

The SAC's goal is to conduct at least one event per month while staying within the prescribed budget. In 1999, the SAC sponsored the following outings and events:

- Solar Bears Hockey Game
- Universal Studios Islands of Adventure Theme Park
- Paint Ball Tournament
- Easter Egg Hunt
- Golf Tournament
- Deep Sea Fishing
- Sleuth Dinner Theater
- Orlando Rays Baseball Game and Picnic
- Water Mania
- Cirque Du Soleil Performance
- SeaWorld Theme Park with Picnic
- Children's Holiday Party (including Ice Skating, Arts and Crafts, Videos, Cookie Exchange, and Portraits with Santa)

- Pool League
- Volleyball League (on- and off-site)
- Softball League
- Golf League
- On-Site Basketball Games

Other employee services

In addition to the SAC, Litton's HR Department provides other employee services. The company developed the Quality Improvement Process (QIP) Recognition Program, awarding individuals or teams for specific goal achievement. Employees earning QIP awards are invited to attend an annual luncheon. Employees earning a predetermined number of points are awarded gold rings. Other opportunities for employee recognition include retirement, five-year service anniversaries, outstanding performance, and when they refer qualified candidates to fill select job positions.

Some employee services focus on convenience and helping employees balance their work and personal lives. The company's extensive list of voluntary benefits includes business travel insurance, financial planning, adoption assistance, computer training, an educational reimbursement program, additional life insurance coverage, long- and short-term disability insurance, and accidental death and dismemberment insurance. These benefits can be purchased through the company's payroll deduction program.

Litton's employee store allows employees to shop for a vast array of company logo items. Special sales throughout the year provide significant discounts. To enhance the variety of items available, the employee store also hosts seasonal vendor fairs, offering employees the opportunity to purchase jewelry, leather goods and books to fulfill their shopping needs.



Teams of employees and family members participate in Litton Laser Systems 5K Corporate Run. The money raised from this event is donated to community organizations.

EmployeesinControl

Litton Laser Systems

Litton Laser Systems' Wellness Programs

Employee Assistance Program— Confidential services (up to six visits per year) are available for employees and their family members through a network of psychological counselors.

Flu Shot Program—Each fall, Litton and CIGNA Healthcare sponsor free flu shots for employees and family members. Health Club Membership Program—Litton provides employees with discounts to local

health clubs.

Smoking Cessation Program— Employees are fully reimbursed for the cost of the program after remaining smoke free for one year. Weight Watchers Program—

Twenty-five percent of the cost for this at-work program is subsidized by the company. Litton provides participants with a room for program meetings during the lunch hour.

Health Fairs—On-site Health Fairs are conducted periodically during normal business hours to remind employees to pursue healthy lifestyles. During Health Fairs, employees receive free cancer screenings, cholesterol, blood pressure and stress tests, counseling on proper nutrition, as well as literature on current health issues.

CPR/First-Aid Training—The Litton Safety Committee sponsors a training course for employees and family members interested in learning life-saving techniques.

Financial resources

Litton provides its employee services committees with an annual budget. Necessary adjustments are made through periodic reviews. The HR Department manages the budgets for Wellness, SAC, the Holiday Party Committee, and Employee Welfare. When it is time to review the budget for the year, HR personnel tally and compare the annual sales position and employee head count to what may be allocated for these accounts. Consideration is given to what was expended in the previous year. Then, the new budget is assigned.

Promotion is key

The HR Department thoroughly promotes the company's employee services programs through the company newsletter, staff meetings, e-mail, bulletin boards and the intranet. *Laser Lines*, Litton's bimonthly publication, contains a department called SAC Chat where comments on past and future recreational activities are published. The newsletter also has a recurring calendar of events listing upcoming program activities.

To promote employee programs at the beginning of employment, HR provides new hires with a brochure outlining Litton's employee services.

Conclusion

Litton Laser Systems believes that the number of benefits provided under their employee services program is a significant influence on the welfare and happiness of their employees. These services have contributed to Litton's reduced employee turnover, thereby saving the company untold dollars. Litton knows when employees are content and healthy, they are more productive. Because employees are directly involved in the planning of employee services programs through the SAC, the entire employee base has more options to choose from to balance their work and personal lives.

Research/Benchmarking/Award

Employee/Retiree Survey

Baltimore Gas & Electric uses an employee survey to justify its programs

s Baltimore Gas and Electric Company (BGE), Baltimore, MD, underwent organizational restructuring, the workforce demographics began to change. This left management wondering if Baltimore Gas and Electric Association's (BG&EA) programs and services still met the needs of their employees and retirees. Hard data was needed to prove to management that the programs and services offered by BG&EA satisfied their workforce. The association decided to conduct focus groups and survey their active employees and retirees to obtain this data and quantify the value of their employee programs. The results would also help BG&EA officers form a path for the association that complements the new corporate structure and, at the same time. enhances current program offerings.



Research/Benchmarking Award Baltimore Gas & Electric Co. Baltimore, MD

submitted by Neal Siebold, employee programs coordinator

Fact Finding

Baltimore Gas & Electric

Chart A

BG&EA Retiree Survey

The structures of BG&EA's employee and retiree needs assessment surveys were similar in nature. Below is a sample of the Retiree Survey questions. The results showed that the retirees felt the employee programs appealed to them, the event locations were convenient and the programs fit their lifestyles.

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Management's involvement

Initially, BG&EA focused on obtaining management's support to survey the employees. BGE's management historically refrained from administering surveys and, to complicate matters even further, the company was in the midst of resolving a contested union election. This caused management to be extremely cautious about soliciting any employee feedback for fear of violating labor laws. When BG&EA approached management with the survey proposal, BG&EA was required to seek the approval of the Chairman of the Board and the Legal Department before they could proceed. Eventually, the association was allowed to perform the survey under the condition that the Legal Department work closely with an external research consultant during the development and implementation of the focus group and survey process. Management played an active role in all phases of the process as well.

The survey was added to the 1999 business plan of the Utility Human Resources Department and the Department Manager allocated the necessary funding. The Director of Employee Relations was named sponsor of the study.

Prior to conducting the employee and retiree focus groups, the association conducted personal interviews with managers from various operating units within the company to learn about their expectations and perceptions of the employee programs. These managers supported the study by enabling their employees to participate in focus groups during work hours.

The process

BG&EA contracted with Dataview Research, Inc. to assess active and retired employees' usage, knowledge and opinions of the employee association's activities. They began their research with a series of focus groups. The results of the focus groups were used to develop a survey that was administered in August of 1999.

The active employee survey consisted of 38 questions, many with multiple parts. It was distributed via interoffice mail to a random sample of 1,500 active employees. A similar survey was mailed to the homes of 650 BGE retirees. Dataview Research compiled the survey results. See Chart A on page 18 for a sample of survey questions.

Survey says...

The results confirmed that BGE employees felt that BG&EA employee activities enhance their work lives. The survey pinpointed which events were most popular among certain segments of the employee population. The association learned that they should enhance existing programs rather than develop new ones. They also found out why employees participate in certain

events, that employees feel the association's ticket prices are a value and that lack of time is a barrier to increased participation. The survey reported that the BG&EA newsletter was well-read and favorably received. Employees also made valuable suggestions for making it even more useful. Employees communicated that the ability to pay for activities by credit card would not increase participation, but employees would like to have the opportunity to purchase tickets at their work locations. Currently, walk-in purchases are generally available only at corporate headquarters. Association officers were surprised to learn that both active and retired employees were willing to pay higher dues to support enhanced programming.

Presenting the results

The results were published and communicated through various outlets to stakeholder groups. A detailed consultant's report was distributed to the Vice President of Human Resources, Manager of Utility Human Resources, Director of Employee Relations, Employee Programs Coordinator, and the officers of the BG&EA. A formal presentation of the results was also made. A summary of the findings was presented to all active and retired employees via the association's newsletter.

Moving forward

The research demonstrated that employees recognize the benefits of the association. The BG&EA officers used the results to develop recommendations on the role and structure of the organization and to plan future programs. The association's newsletter was redesigned as a result of the employee suggestions. The research identified and quantified the enhanced morale and teamwork resulting from the association and its programming, further justifying the association's existence.

To obtain a copy of BG&EA's survey, contact ESM Association Headquarters at (630) 368-1280 or esmahq@esmassn.org.

It's 11 ams

do you know where your employee is?

25 million Americans are unpaid caregivers

2 out of 3 caregivers work either full time or part time

the facts:

Total cost to employers for caregiver absenteeism: \$398 million[†]

Total cost to employers due to interruptions in the working day: \$3.8 billion[†]

Total cost to employers due to emergencies: \$1.1 trillion[†]

More than half of working caregivers had to make changes at work to accommodate their caregiving schedule, including arriving late for work, leaving work early, taking off time during the day.

Working caregivers say that they experience guilt, loss of productivity, frustration and helplessness as a result of their caregiving work schedule.

Web of Care is the first online resource dedicated to the special needs of unpaid home caregivers. We empower the members of our 26 care communities with access to information, support, products, services, and a pervailing sense of community that will facilitate an improved quality of life.

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bringing solutions home

Balancing work with caregiving is like having two or three jobs. Linda Rogers, Web of Care mei have had to quit because [my care recipients uire so much care." Rita Froese, Web of Care member

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From the AletLife Study of Employer Costs for Werking Cinegicers based on data from Lambe Cinegicing in the US: Lindings from a National Study

Visit us and find out how Web of Care.com can make a difference in your workplace.

Wellness Program

Bending the ERules

Longer hours and a relaxed dress code allow employees to work in a workout

f you pass by the Richardson, TX-based Blue Cross Blue Shield Motiva Activity Center, it would not be uncommon to see Bob from accounting running on the treadmill in his polo shirt and dress pants; or Sue from payroll lifting weights in her blouse and khakis. They do wear gym shoes while they exercise, but they don't change into workout clothes. These employees are participating in the Motiva Activity Center's Good Neighbor Program: Take Ten and Do it Again. Bending the workout dress code is just one of the many incentives used to encourage exercise and wellness.



Innovative Award Blue Cross and Blue Shield of Texas, Richardson, TX

submitted by Suzi Murphy, health promotion specialist

Blue Cross and Blue Shield of Texas

Take ten

Lack of time is the most frequent reason employees cite for not visiting the Motiva Activity Center. Without flexible schedules, it is difficult to find time to change clothes, exercise and take a shower before returning to work. Taking their cue from *The Surgeon General's Report on Exercise*, stating that 30 minutes of cumulative exercise is beneficial to a person's health, the Motiva Activity Center's Take Ten Program helps employees work in a short workout and still receive all the health benefits associated with exercise.

The program was introduced to employees via a letter inviting those who work near the Center to drop by and pick up a complimentary guest pass allowing them entry to the facility. Membership and dress code requirements are waived as long as participants wear business casual attire and gym shoes. Laminated workout cards entitle employees to 10 minutes of flexibility exercises, cardiovascular conditioning and weight training. Blue Cross and Blue Shield is waiving the enrollment fee for the remainder of the year for those who decide to join.

As further incentive for participation, the Center altered its hours to accommodate employees' breaks. Their new hours allow employees to work out

5:30 a.m.-9:00 a.m. and all afternoon. As breaks are only 15 minutes long, the Take Ten Program's expanded hours make it easier to include exercise in the day.

To ensure that enough qualified trainers are available during the extended hours, the staff coordinates their training schedules to accommodate the employees' schedules. Personal training appointments are not scheduled during expanded hours to further bolster trainer coverage.

Evaluation process

Blue Cross and Blue Shield evaluates its Take Ten Program through employee feedback and fluctuation in the Center's membership. This program is well-received. Over 59 employees from nearby offices joined the Motiva Activity Center since the program's inception. Although most members prefer to dress in workout attire and exercise for 30-60 minutes, many others are grateful for the opportunity to drop by, leave their casual clothes on and hop on a treadmill for 10 minutes.

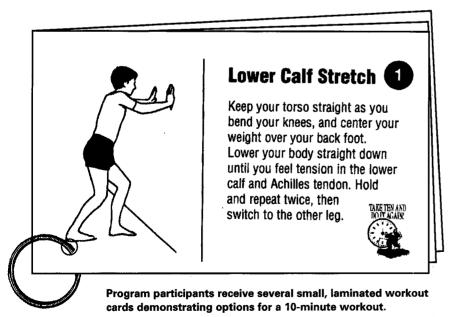
Getting attention

In the promotion of the Take Ten Program, staff focuses on promoting wellness and Motiva Activity Center membership. Upper management took notice of

the program when the Center's monthly financial report depicted an increase in membership, participation and revenue. Several of the program's communication pieces, including the departmental newsletter and management update memos, brought the program to management's further attention. The program was also recognized for excellence in customer service in an issue of *Fitness Management Magazine*.

Added impact

Along with the increase in membership revenue, the staff also discovered that sales from vending machines increase measurably during the afternoon workout sessions. Where once they only carried drinks in their vending machines, now fruit, trail mix and energy bars have been added.



Perceived value

Healthy employees are happy employees. The intrinsic value of the program lies in less stress, improved attitude and increased health benefits for Blue Cross and Blue Shield employees. They appreciate their company's efforts to help them balance their work and personal lives by providing them with options for fitting in a workout.

Money-Saving Program

Blue Cross and Blue Shield's Motiva Activity Center staff cuts corners to implement their Good Neighbor Program: Take Ten and Do It Again. Funds for the program's promotional items, educational materials and giveaways fall under the Activity Center's annual customer service budget. The staff prints their posters and flyers onsite. To assemble party bags containing water bottles, cup holders, workout towels and healthy snacks, which are given to participants, the staff uses items from previous promotional events and gifts from vendors. Costs are minimal, yet the program is very successful:

Posters & Flyers......\$110

Party Bags.....\$ 23

\$133

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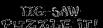
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Tykes onthejob

Children roll up their sleeves and go to work with mom and dad

om, Dad, what do you do at work all day?" Hughes Network Systems, Germantown, MD, attempts to answer this pressing question for 100 employees' and their 135 children during the company's annual Take Our Children to Work Day. Similar to the Ms. Foundation's Take Our Daughters to Work Day®, this employee services program allows both girls and boys, between the ages of 9 and 17, to explore career opportunities in the telecommunications technology industry. Parents bring their children to work one day each year to encourage them to think about their future.



Innovative Program Award Hughes Network Systems, Germantown, MD

submitted by Peggy Le Blanc, employee services

Tykes On The Job

Hughes Network Systems

Going to work

Hughes' 1999 Take Our Children to Work Day consisted of a site tour, lunch and a visit with mom or dad. Parents chose whether to have their children shadow them in the morning or the afternoon, and then tended to their work the rest of the day. The four-hour shadowing portion of the day was structured as a learning experience for the child.

During the facility tour, the children took a bus ride to a designated area of the campus, where they viewed a live demonstration of DirecTV and DirecPC, two of Hughes' satellite products. Then, the children visited an assembly line and saw how DirecTV set top boxes are built. The Employee Services Department provided the supervision for this portion of the day.



The children received glow-in-the-dark logo T-shirts for Take Our Children to Work Day.

Hughes served the children doughnuts and juice in the morning and boxed meals at lunchtime. The Employee Services Department purchased balloons imprinted with a Hughes Network Systems' Take Our Children to Work Day logo. The balloons were placed in the lobbies of each building, at registration, in the cafeteria and in the front auditorium. The children left the company with giveaway packets that included glow-in-the-dark logo T-shirts, mouse pads and Koosh™ balls.

In the process

Employees are required to ask management's permission before inviting their children to shadow them for the day, and children must be registered for the event. Parents are given a schedule on Take Our Children to Work Day delineating where their children will be throughout the day.

Overcoming obstacles

The one challenge that surfaced last year was late registration and, in some cases, employees not registering their children at all. The Employee Services Department accommodated the children that registered late without a problem. However, by the day of the event, the morning session was so full that the employees who did not register their children were assigned the afternoon site tour.

Increasing awareness

This annual program increases the visibility of employee services to Hughes' upper management. The Vice President of Human Resources personally welcomes the children to the company. The employee response and participation numbers alone demonstrates the program's importance and the impact it has on the employees and their families, reaffirming the value of employee services to all.

Comments are solicited through a formal evaluation process. The day after the program, the Employee Services Department e-mails the employees who participated and asks them the following questions:

- What did your child like most about the program?
- What did your child like least about the program?
- What are some of the comments your child gave you about the program?
- What are your comments on the program?



A "You Can Do Magic" sign inspires the children to ponder their futures.

Budget Allocation

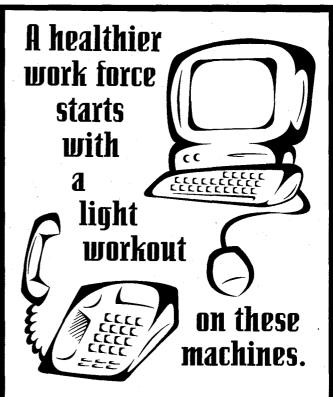
Hughes Network Systems subsidizes the entire Take Our Children to Work Day event at no cost to the employee. The budget for this event is \$6,900. The Employee Services Department's budget allocation for the event is as follows:

Giveaways	\$3,000	
Food	\$2,500	
Balloons	\$350	
Bus Rental	\$1,050	
	\$6.900	

In 1999, the department received more than 40 detailed e-mail responses expressing employees' appreciation for the program. Fifteen children even sent their own e-mail responses. This simple evaluation gave the department feedback on everything from the lunch to transportation to giveaways.

Having an impact

Overall, the Take Our Children to Work Day program shows employees that Hughes Network Systems cares about them and their families. This program is just one of many family programs offered by the Employee Services Department. Take Our Children to Work Day gives the children the opportunity to ponder what they want to be when they grow up and decide whether they may be interested in a career in telecommunications technology.



By just picking up the phone or clicking on a mouse, you can join thousands of companies throughout the U.S. who are reaping substantial benefits by participating in the **National Employee Health & Fitness**[™] program. Lower healthcare costs, fewer medical claims, lower absenteeism, and more productivity are just a few of the many benefits your company can gain through a healthier work force.

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employee services management ESM

Hilars of London

Roche Diagnostics builds Recognition Plaza to honor years of service

xit interviews, focus groups and a global survey showed that employees did not feel recognized for their contributions to Roche Diagnostics Corporation, an Indianapolis, IN-based manufacturer and marketer of medical diagnostics used to diagnose and monitor disease. The question was, what should the company do? The company commissioned the Human Resources Department's Employee and Family Services Team to devise a program to increase employee satisfaction, improve employee retention and express appreciation for employees' contributions and tenure. Thus, The New Millennium Recognition Program was born.



Innovative Award Roche Diagnostics Corporation Indianapolis, IN

submitted by Brenda Johnson, manager, Human Resources— Employee & Family Service

PillarsOfHonor

Roche Diagnostics Corporation

The Bottom Line

Roche Diagnostics Corporation, Indianapolis, IN, weighed the cost of its New Millennium Recognition Program against the high cost of turnover. Upper management decided that the investments in this program were minor if employees felt appreciated and then stayed with the company.

Construction of the Recognition Plaza......\$148,000

Service award and retiree recognition gifts....\$70,000 Silver & Gold Luncheon\$30,000

Lapel pins for field sales & service reps. (one-time cost)\$12,000

Gold reserved parking signs (one-time cost)......\$3000

\$263,000

Company innovations

The New Millennium Recognition Program is a multi-faceted strategy to recognize employees for years of service, boost morale and increase retention. Roche Diagnostics developed a creative process to recognize and encourage long-term commitment by building a Recognition Plaza. This outdoor area on Roche Diagnostics' campus displays the names of all employees with 10 or more years of service. Pillars on the plaza are inscribed with each employee's name and a colored medallion designating their years of service.

These symbols of appreciation are strategically located near the entrance to the company's administration building and therefore visible to visiting customers, prospective and existing employees as well as those attending training sessions on campus. Concert events are held at the Recognition Plaza, and picnic tables are scattered throughout. This area of the

campus has quickly become a gathering place for employees during the summer months. Since many of Roche Diagnostics' employees live near the plant, they are able to enjoy lunch or weekend picnics with their families at the plaza as well.

New additions

In addition to the plaza, the recognition program includes two recognition clubs. Employees are inducted into the Silver Club after 10 years of service, and the Gold Club after 25 years. All employees with ten or more years of service are recognized in front of their peers at the annual Silver and Gold Luncheon. Their names are then added to the pillars of the Recognition Plaza and they may select a gift from the company's awards catalog.

Gold Club members receive a reserved parking space near the entrance to their office building. A gold sign designates the employee as a Gold Club member. There are currently 30 parking signs displayed and these spots are quite coveted.

Challenges abound

The biggest challenge in the development of the recognition program was the construction of the plaza. The original design was for a recognition wall, however, upon the suggestion of the architect, the plan was changed to a plaza. This design provides more interac-

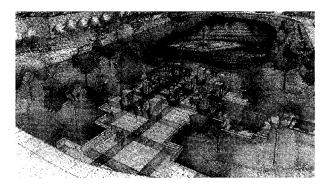


Diagram of Roche Diagnostics' Recognition Plaza.

tion among visitors. Once construction was underway, the cost of the project escalated beyond original estimates. Although Roche had already agreed to fund the project, the Employee and Family Services Team was concerned that management would not approve the additional expenses. They approached Roche's CEO and CFO with the problem. After much deliberation, upper management agreed to provide the necessary funding. This served as further recognition of the team's commitment and appreciation of the employees' involvement that led to the project.

Results

The Employee and Family Services Team met its goal of boosting morale. The project highlights the role that employee services plays at Roche Diagnostics. Many employees only saw the Employee and Family Service Team as the promoter of employee activities, the processor of benefits and payroll and the advocate of work/life. Sponsoring this project proved that employee services can also play a role in shaping corporate culture. On the other hand, some senior managers viewed the Employee and Family Service Team as more of a call center than as champions of work/life, wellness and recognition. This project allowed the team to be seen as experts in these issues as well. Now that the recognition program is in place, employees know that senior management places importance on employee recognition. Roche employees are visibly proud of their tenure and look forward to becoming eligible for the Silver and Gold Clubs. With the New Millennium Recognition Program in full swing, employees are more likely to continue working up to and long after the celebration.





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Superior Merit Awards

Local chapters win awards for promoting professional development

By Peter N. Wolak

n the early 1980s, Leonard R. Brice, former consultant for ESM Association, helped develop the chapters that give ESM Association a strong foothold in most major markets throughout the U.S. today. Our chapters are an excellent resource for local members to participate in networking meetings and educational opportunities covering employee services and work/life issues. This exclusive network provides assistance to companies wanting to develop or improve programs based on ESM Association's "Ten Components of a Well-Rounded Employee Services Program." Many members use their local chapter as a stepping stone to involvement in national leadership. ESM Association of San Antonio, TX, and the Tampa Bay/Suncoast Chapter of ESM Association, Tampa, FL, won Leonard R. Brice Superior Merit Awards for their efforts in providing networking opportunities for members. delivering enhanced personal and professional development, and conducting business in a sound manner.



Leonard B. Rice
Superior Merit Award

ESM Association of San Antonio

Tampa Bay/Suncoast Chapter of ESM Association

Education His

Superior Merit Awards

ESM Association of San Antonio

At the foundation of ESM Association of San Antonio, TX's programming are the 10 educational sessions conducted during the chapter's monthly meetings. These sessions cover a wide spectrum of employee services issues such as employee stores, time management, dealing with difficult people, and crime prevention. During one seminar, ESM Association of San Antonio invited Joy Loverde, president, Silvercare Productions, Inc., Chicago, IL, and co-presenter of ESM Association's Work/Life in Motion seminar, to deliver a presentation on eldercare.

In addition to monthly seminars, ESM Association of San Antonio hosted four vendor fairs last year. The fairs allowed local associates to promote their products and services to a receptive audience while providing local members with the opportunity to network and exchange ideas.

The chapter organized a site visit to San Antonio, TX-based USAA, an association offering insurance and financial services to members of the U.S. Military. During this hands-on learning experience, chapter members toured the company's employee store facilities and learned about the store's point-of-sale system used to track their sales and inventory.

ESM of San Antonio shares programming tips and chapter news through a quarterly bulletin. The chapter uses the news bulletin to promote events, announce and welcome new members, and highlight past events. Flyers promoting upcoming topics are also distributed prior to each monthly meeting.

The chapter supports the Elf Louise Toy Drive during the holiday season. Last year, chapter members were encouraged to donate money or a small, unwrapped toy to the fund, which benefits less fortunate children in the community.

ESM of San Antonio balances its educational meetings with social functions such as shopping trips and golf tournaments. The chapter plans these events to increase awareness of the organization and attract new members.

Tampa Bay/Suncoast Chapter of ESM Association

Current members of the Tampa Bay/Suncoast Chapter of ESM Association, Tampa, FL, are encouraged to ask potential members to shadow them at monthly meetings. Shadowing allows potential members to witness, first-hand, the networking and educational sessions available through the local chapter. The chapter awards a prize to the member who

recruits the most prospects. New member introductions are made during each meeting to facilitate a solid network of local businesses. The Tampa Bay/Suncoast Chapter of ESM Association held a breakfast in March that was designed specifically for networking and peer interaction.

The chapter mails out a newsletter that provides detailed information on current events, upcoming programs and past presentations. The newsletter summarizes recent educational sessions, a benefit to those who attended the session as well as those who were unable to attend. Members can then add these notes to their personal library of ESM Association work/life and employee services resources.

As a community service project, the Tampa Bay/Suncoast Chapter of ESM Association sponsored a local shelter for battered women. Donations included toiletries and used clothing in good condition, which they delivered to the shelter after each monthly meeting. The chapter encouraged members to participate in this program by offering door prizes to contributors at its chapter meetings. Prizes included T-shirts, amusement park tickets and gift certificates to local restaurants.

The Tampa Bay/Suncoast Chapter of ESM Association continues to place an emphasis on professional development. Two members of the chapter received their CESM certification last year. Now, the certified members can share their knowledge of ESM Association's "Ten Components of a Well-Rounded Employee Services Program" with the membership.

Spreading the word

The winners of the Leonard R Brice Superior Merit Award understand that to benefit their members, local chapters must serve as an educational tool to create new programs and enhance current ones. ESM Association of San Antonio and the Tampa Bay/Suncoast Chapter of ESM Association are working hard to spread the word about implementing employee services as methods for encouraging employees to live balanced lives and achieve company goals.

Peter N. Wolak is editorial assistant for ESM Magazine. He can be reached at 630-368-1280 or peterwolak@esmassn.org.

Distinguished Service Award

volunteer recognition

ESIM thanks volunteer

Beverly Weiss, CESM, is honored for serving ESM Association

mployee Services Management (ESM)
Association honored Beverly Weiss, CESM, of
Botsford Health Care Continuum, Farmington
Hills, MI, with the Distinguished Service Award for
her outstanding contributions to the association
over the past 14 years.

This special award is given to those whose volunteer work truly defines active membership in the association. In the award's 59-year history, the efforts of the Distinguished Service Award recipients have been instrumental in the success of ESM Association.

Weiss, a certified employee services manager (CESM), helped build her local chapter of ESM Association, Michigan Employee Services and Recreation Association, and has served in almost every local leadership capacity, including president. She remains active in the chapter, now serving as Treasurer.



Distinguished Service Award



Beverly Weiss, CESM
Botsford Health Care Continuum

ESM Thanks Volunteer

Beverly Weiss, CESM

Nationally, Weiss has served on the ESM Association Board of Directors as Midwest Director and two terms as Vice President, Membership, Recognized as a valuable asset to the organization, Weiss was nominated for Vice President, Research, and held that position for two years, accepting the prestigious leadership role of President-Elect immediately thereafter. During her presidential term, Weiss increased the association's visibility as a professional organization dedicated to enhancing the employee services profession. She aided in restructuring the Board's nominating process and was instrumental in recommending that the Employee Services Management Association Foundation support the Work/Family Research Study. Weiss is currently a Trustee on the ESM Association Foundation and most recently coordinated the silent and live auctions that took place at ESM Association's 59th Annual Conference and Exhibit.

Whether she is serving as a resource for the association's magazine, *Employee Services Management*, as a conference session chair, or providing peer consulting, Beverly Weiss continues to help ESM Association promote the value of employee services. She is a leader who invests time in learning the individual strengths of those around her and who graciously praises volunteers for their efforts. Weiss is known for her dedication, attention to detail and the personal touch she brings to every task she performs.

Weiss was honored at the Member Appreciation Luncheon at ESM Association's 59th Annual Conference & Exhibit, held on April 14, 2000 in Denver, CO. **esm**

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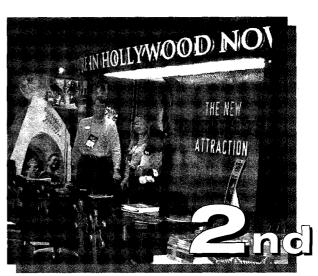
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ESM Association thanks the following Exhibitors for continuous years of participation in ESM Association's Annual Conference & Exhibit

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20 Years—Entertainment Publications, Inc.

15 Years—Las Vegas Convention & Visitors
Authority

15 Years—Palm Springs Aerial Tramway

10 Years—Medieval Times Dinner &

Tournament North America

5 Years—Toy & Gift Connection

The following Exhibit Hall judges volunteered their time to evaluate each of the 150 Exhibit Booths and determine the above winners:

Christine Beatty, *Microsoft Corporation*Helen Galloway, *Orlando Regional Healthcare Systems*

Donna Carroll, *John Hancock FCA*Ron Smith, *City of Glendale, AZ*

Employer of Choice Training

Employers of Choice add work/life programs to their recruiting and retention strategies

By Peter N. Wolak

t was a celebration featuring the name and symbols of Employee Services Management (ESM) Association. ESM Association's 59th Annual Conference and Exhibit was the first event to take place since the name change from NESRA at the beginning of the year. The conference was also a celebration of the value of employee services as seen through the "10 Components of a Well-Rounded Employee Services Program." Savvy companies sent their employee services providers to this conference because they recognize that employee programs are the leading tools for recruitment and retention. Many of the attendees represented Employer of Choice companies wanting to implement work/life programs in their recruitment and retention strategies.

Work/life in motion

A pre-conference seminar entitled "Work/Life In Motion," was presented by Dennis Kessler, president, Kessler Management Consulting, L.L.C.; Joy Loverde, author, The Complete Eldercare Planner; and Michael Scott, president, Empowerment Unlimited, Inc. The dynamic presentation took the audience through the organization of an effective work/life program. Scott explained the advantages of promoting work/life programs to potential employees as a means of differentiating the company from the competition. Loverde outlined methods for starting a work/life program from the ground up. Attendees learned that the key to a successful program is maintaining quality benefits within given cost and time restraints. Kessler, former CEO of Fel-Pro, Skokie, IL, entertained the audience with his frank depiction of management's point-of-view during the "Convince the CEO" activity. Session participants worked in small groups to hammer out a short work/life program proposal that they delivered to Kessler. As each group tried to sell their ideas to the CEO, Kessler replied with reasons for and against the proposals. He also offered the employee services managers insights into how to adjust proposals to relate to management's bottom line. Progressively stronger arguments were made as each proposal built on the previous one, until Kessler agreed to accept the audience's proposal for the work/life program. The session was informative and entertaining.

Special sessions

Speaker Michael Scott created an interactive, relaxed atmosphere during the "New Delegate/New Exhibitor" session. Emphasizing the word "ask," he explained that this simple action is key to maximizing the conference experience. To further drive this point home, Scott facilitated a game of Bingo where participants were asked to match 10 qualities or characteristics with 10 different session attendees. The activity had the room buzzing as people introduced themselves to one another and began talking and networking. By the end of the session, each attendee met at least one or two new people—valuable contacts throughout the conference.

As local chapters are the backbone of ESM Association, a forum was held for all chapter leaders. The goal of the "Chapter Presidents and Administrators Forum" was to increase communication among the chapters throughout the year, as well as create a new level of consistency in programming and publications. Special packets containing material from each chapter including event flyers, brochures illustrating educational opportunities and sample newsletters were given to each forum attendee. The forum was a successful



Michael Scott, president, Empowerment Unlimited Inc., shares recruiting and retention strategies with attendees at the pre-conference seminar, "Work/Life In Motion."



ESM Association President Roger Lancaster, CESM, addresses the conference attendees.



At the Chapter Presidents' and Administrators' Forum, chapter leaders receive networking packets filled with benchmarking materials.



Strategy Exchange participants are encouraged to ask questions and share ideas.

Employer@@choice



ESM Association President Roger Lancaster, CESM, (top, center) poses with President-Elect Bud Fishback, CESM, (top, second from left) and Past Presidents (top row, left to right) Gloria Roque, RVESRA; Brenda Robbins, CESM; Bob Crunstedt, CESM; (bottom row, left to right) Phil Hall, CESM; Beverly Weiss, CESM; Ralph Ferrara, CESM; and Phyllis Smith, CESM.



Conference attendees share thoughts and ideas after an educational session.



This year's Exhibit Hall delivered a wide variety of products and services for travel, technology, employee stores and more.

strategy exchange between chapter leaders covering such topics as increasing local membership, boosting meeting attendance and increasing participation.

Contented cows

The grand opening session, "Contented Cows Give Better Milk," was delivered by Richard Hadden, co-author of a book by the same name. Using the phrase as a metaphor for contented employees providing better service, Hadden emphasized three common characteristics of contented cow companies. First, the companies are committed to specific goals and a means for achieving them. According to Hadden, contented cow companies hire for fit. In other words, these employers strive to hire employees who match the character and values of their organization. They understand that employees' behaviors and attitudes determine whether or not their companies are contented. The second characteristic of a contented cow company is that the employees are empowered to perform their best work. Contented cow companies give their employees the tools, trust and training necessary to succeed. The final characteristic of a contented cow company is each employee feels cared about by a management that notes the needs of their employee base and responds accordingly.

Networking circles

The first of two Strategy Exchanges was held after Hadden's presentation. This session acted as a formal networking opportunity for attendees to discuss specific topics of interest. Attendees could ask their peers questions about common problems or provide advice and insight on program management. One Strategy Exchange topic, "E-Commerce as a Convenience Service Tool," chaired by Cara Criscione, manager, New England Financial, Boston, MA, explored using e-mail and the Internet to promote company programs and events. The conversation took a technical direction when the participants hashed out the pros and cons of electronically selling tickets to performances and sporting events. Participants drew upon actual experience to add to the discussion.

Exhibit Hall

The Exhibit Hall was more diverse than ever. A wide array of products and services were available for conference delegates to sample and purchase, and this year there were an impressive number of Internet companies offering their services to ESM Association members. The services ranged from discount programs to

employee store merchandise to programming ideas. The large number of new and returning exhibitors provided the delegates with fresh approaches and new contacts.

Being social

As the Annual Conference drew to a close, social activities stepped into the spotlight. Attendees were "Hot & Wild in Denver" for an informal event including dinner and entertainment. A hot buffet of ribs, turkey and fajitas fueled attendees for the dancing that followed. Reba Rhinestone and the Studsetters took the stage and performed an assortment of classic and contemporary country songs with a mix of rock 'n roll classics. The entire dance floor was filled with bandanna-wearing, country line dancing ESM Association members.

The conference concluded with the Closing Brunch and Auction. Led by Chuck Bouchard, RVESRA, the auction raised money for the ESM Association Foundation. Attendees bid on and purchased such items as a guitar autographed by country singer Billy Ray Cyrus, a baseball jersey from HBO's *The Sopranos*, and a basketball autographed by the Minnesota Timberwolves.

Learning experience

Each employee services provider left the conference with enhanced knowledge of the impact employee services can have on work/life issues, recruitment and retention. Attendees learned about new services, why they should implement them and how to obtain management's support. ESM Association succeeded in helping Employers of Choice deliver "Practical Solutions to Work/Life Issues."



Peter N. Wolak is editorial assistant for ESM Magazine. He can be reached at (630) 368-1280 or peterwolak@esmassn.org.



Employee store managers take notes as Speaker Lynne Schwabe discusses visual merchandising in the "Show Stoppers" session.

and the state of the state of the state of the state of



Attendees wore balloon hats and bandannas at ESM's social event, "Hot & Wild in Denver."



The Annual Conference was a success thanks to ESM Association Colorado Chapter members (left to right) Lori Sharp, CESM, Angelique Manley, Nancy Bruner-Koontz and Leroy Hollins, CESM.

Is your career worth five minutes?

Have YOU tapped into ESM Association's wealth of resources lately?

f you're an active member, you probably have. Maybe you called and requested statistics to justify your programs to management; or asked to be connected with a peer for networking purposes. ESM Association's Member Services Department can provide the answers to many of your questions because enough members completed and returned their Member Profiles.

Each year, the data compiled through this short survey provides ESM Association members with the most current information on job titles, technology, employee stores, work/life programs, on-site facilities, and more. It allows you to benchmark, network and share ideas with peers.

You received a Member Profile with your new member packet or member renewal packet. We ask that you take five minutes to complete your Member Profile and either fax or mail it to ESM Association. The strength of our association resides in its members.

To receive a Member Profile, contact Jamie Kelly at (630) 368-1280 or jamiekelly@esmassn.org.

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ere's a listing of new National Associate Members. Look for ESM Association's 2000 Buyer's Guide to be published in the July 2000 issue of ESM Magazine, or view our updated Buyer's Guide at www.esmassn.org.

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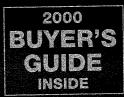
Seattle

ESM Association Greater Seattle Chapter employee services management

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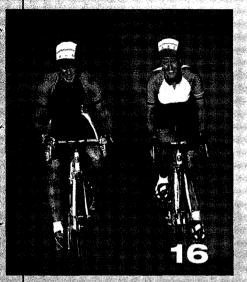
employee services management



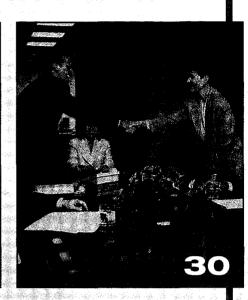
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Tips for incorporating employee services into your company's new employee orientation program.



Being published

Tips for writing an article for ESM Magazine

ummer is here and, for many of us, work is finally slowing down a bit. While enjoying longer daylight hours, take some time to reflect and ponder your career path. Where do you want to be in your career by the end of the year? What new skills would you like to learn? What goals do you have for the future? One technique for establishing yourself in the employee services field and furthering your career, is being published in *ESM Magazine*. This is an excellent opportunity to actively participate in your ESM Association membership and share your expertise. Getting published in a national trade magazine can be a very rewarding experience; and it is easier than you may think.

Some ESM Association members are apprehensive about writing an article for *ESM Magazine* because they do not feel confident about their writing skills. In reality, you need not do it alone. Think of it as a group effort. We can work with you to structure your thoughts and develop ideas.

When choosing an article topic, consider using one of two approaches: knowledge or research. Writers use the knowledge approach when they possess experience that they would like to share with their peers. You may have developed a simple money-saving idea for your department, devised a helpful organizational technique or implemented a cutting edge program that your employees enjoy. The purpose of this approach is to discuss a topic you are already familiar with, share your thoughts and write about what you have learned. These articles usually tell a story and provide tips.

The second approach for writing an article is research. When members are interested in learning more about a particular topic, they use the steps involved in writing an article to compile research, draw conclusions and report on their findings. This approach often poses a question, provides viewpoints and then answers the original question. For example, you may be unsure of whether or not a new program will fit your corporate culture. You could begin your research by contacting your peers and benchmarking the topic. Compare your findings and draw conclusions from your data. Then, record the process by writing an article about it. The research approach can be particularly rewarding because it allows you to learn from your peers and then use your findings to make decisions about your own employee services program. You can use the information you find to sell your ideas to management.

Getting published is a hands-on, valuable experience that can enhance your position at your company. By sharing your experiences, you are proving yourself to be an expert in your field. By conducting research, you will enhance your knowledge. Consider displaying your bylined article in a portfolio and bringing it to job interviews, or presenting it to your superiors.

If you are interested in writing for *ESM Magazine*, please contact me at (630) 368-1280 or reneemula@esmassn.org to request *ESM Magazine*'s Editorial Guidelines. We can work together to tailor your concept to fit our audience. Now get writing!

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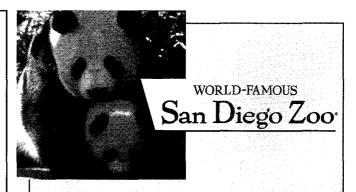
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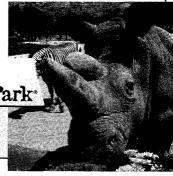
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"If you really want to do something, you'll find a way; if you don't, you'll find an excuse." -LEADERSHIP, VOL. G, NO. 34

Steps to telecommuting success

Telecommuting has become a work/life solution for many employees. While having a computer in the home is usually the focal point of the process, a successful program does not stop there. Managers must address key needs at the beginning of the telecommuting program so that employees can be productive. Consider the following needs of a telecommuter before sending your employees home to work.

Phase I. Pilot your program with one telecommuter and see if other employees express an interest in the program. Managing a staff of telecommuters is very different from working with one telecommuting employee. From the onset of your program, have a plan in place on how to manage several telecommuters. Your plan will eliminate potential headaches and allow your employees and the company to benefit from the program.

Training. Telecommuters must maintain a certain level of independence to be productive. Gauge -POSITIVE LEADERSHIP, MAY 2000

their understanding of the necessary computer programs and time management skills before sending them home to work.

Internet access. The bandwidth needed for each telecommuter will vary depending on their type of work. A basic phone line provides access to e-mail and the Internet; but, if the telecommuter will be working with large or complex files, a faster connection, such as ISDN or DSL lines, may be needed to maximize productivity.

Computer security. The threat of computer hackers is a concern for telecommuters working with confidential documents and classified data. Use firewalls to block illegal access to your employees' computers and protect information.

Technical support. Telecommuters require personalized technical support. Since they often work weekends, computer assistance is also important before and after business hours.

Onsite childcare boosts productivity

Fortune 100 company AlliedSignal, Inc., Morristown, NJ, has seen an 89 percent decrease in lost work time since opening its childcare facility in 1995. Employees who use the childcare facility and visit their children during lunch and break times report feeling more focused and productive at work. On a recent satisfaction survey, employees rated the facility a 4.8 out of 5. The childcare center serves 90 children through the work of 27 full- and part-time teachers and a full-time nurse. Full-time care is offered for children six years old or younger; part-time care is available for children up to age 12; and backup childcare is offered when other care plans fall through.

—THE WORKING COMMUNICATOR, APRIL 2000

Action! Not words

You thought you were spending too much time in rush hour traffic, but it is not nearly as much time as you spend in meetings. According to a survey conducted by Accountemps, Menlo Park, CA, workers spend 2.3 months per year in meetings and other formal discussions. That averages to 7.8 hours per week. These numbers have risen over the past decade. In 1990, six hours per week were spent in meetings, totaling 1.8 months.

Max Messmer, chairman, Accountemps, points to the rise of group work and team projects as the cause for more formal communication and gatherings. He says, "With today's demands for heightened employee productivity and efficiency, it is important to give careful consideration to all aspects of meeting planning." Try these tips for streamlining your next meeting:

- Consider the primary objective. Include only the people who have a direct bearing on the issue in ques-The subject matter should effect everyone who is invited.
- Distribute an outline beforehand. By creating a meeting agenda, attendees can prepare to address the issues. Keeping the meeting focused means less time spent on frivolous subjects.
- Take notes. Summarize discussions, decisions and action items. Your notes should be clear enough to keep those who could not attend in the loop.
- · Start and finish on schedule. Nothing is more powerful than precedence. Concluding the meeting in a timely manner will set the standard for future meetings.

-ACCOUNTEMPS, JUNE 8, 2000

Can't say goodbye

In a recent survey of 12,600 workers ages 51-61, three out of four say they would prefer to slowly ease into retirement rather than quit immediately upon reaching retirement age.

—POSITIVE LEADERSHIP, APRIL 2000

Recruit and reward with job titles

Prestige is surpassing pay as the reason to accept a new position. One computer company offered potential employees a choice between the title of "sales manager" and "salesperson." The majority of the applicants chose the "sales manager" title even though the other position paid \$2,000 more. Employers can use creative job titles to save money while increasing employees' status and self-esteem.

—EMPLOYEE RECRUITMENT AND RETENTION, ISSUE ER003

Retire? How?

Mounting financial worries affect employee productivity. According to research performed at Virginia Polytechnic Institute, Blacksburg, VA, 54 percent of the workforce worries about debt and 33 percent concede their money worries hamper their job performance. Implementing a financial education program is one solution to boost productivity and decrease employees' stress.

-L.A. TIMES, JULY 2, 1999

Boomers say no to start-ups

A survey shows a 64 percent decline in the number of discharged managers and executives starting their own businesses over the last 10 years, with only seven percent of them doing so in 1999 compared to 20 percent in 1989. Time and money are the likely sources of this downward trend. According to John A. Challenger, CEO, Challenger, Gray & Christmas, Inc., "Dual-income families do not have time to start their own businesses because they are struggling to balance their work and family. They are also focusing more attention on building solid retirement funds." A drought in new business ventures could have an adverse affect on America's ability to compete globally.

—CHALLENGER, GRAY & CHRISTMAS, INC., MARCH 20, 2000

Stop hackers before they start

The most serious computer hacker threats come from inside a company. Funds are embezzled, secrets stolen and files are destroyed. To offset these potential disasters, companies must create barriers that separate the company payroll and personnel systems from the employee network. Establishing a company security policy is another good measure to protect vital information from wrongdoers.

—THE KIPLINGER LETTER, VOL. 77, NO. 9

Unleveled playing field

Recent findings from Cornell University's Couples and Career Study suggests that women are still subordinate to men when it comes to work and careers. The study found that men have more control over their work schedules and time away from the office than women. Half of the women surveyed feel that their husbands' careers are a higher priority than their own, while only 15 percent of the male respondents feel their wives' careers are more important. This may be because men's salaries are typically higher.

-BINGHAMTON PRESS, JULY 6, 1999

Online jitters

How much information are you willing to give out on the Internet? Internet users are often asked to provide personal information in exchange for online services. Below are types of services available on the web and the percentage of visitors who refused to give information because they thought it was unnecessary or too personal:

Type of Websites	Refused to give information
Financial	64 percent
Retail	59 percent
Insurance	56 percent
Health	44 percent

—FIRST DRAFT, JUNE 2000

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Dependent Care

Recreation Programs

Recognition Programs

Special Events

Travel Services

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Wellness

Formerly



Employee Services Management (ESM) Association, formerly the National Employee Services and Recreation Association (NESRA), is a nonprofit association that serves as an information resource network for over 3,000 members nationwide. These members are responsible for implementing and maintaining a diverse range of employee services. ESM Association believes that employee services, as practical solutions to work/life issues, are essential to sound business management. These programs improve relations between employees and management, increase overall productivity, boost morale, and reduce absenteeism and turnover. The association produces a magazine, *Employee Services Management*, offers resource information, hosts a National Conference & Exhibit and has nearly 50 local Chapters, plus much more.

To receive information about becoming a member of ESM Association, contact:

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Wellness

Employees are into wellness

Statistics to justify your wellness program

A merica's workers are interested in eating healthier, losing weight and exercising more often, according to a survey by Health Enhancement Systems (HES). The Midland, MI-based health promotion, communication and consulting firm asked 10,228 employees from 26 organizations across the country to list their top health and lifestyle interests.

Here are the results:

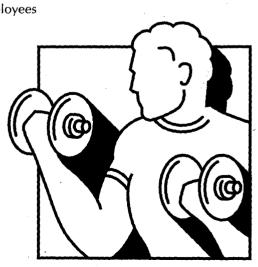
- Eating healthier foods (51 percent)
- Losing weight (46 percent)
- Exercising more often (43 percent)
- Self-care (40 percent)
- Financial planning (40 percent)

 "The results indicate a significant portion of the workforce is interested in good health practices," notes HES President Dean Witherspoon. "We expected nutrition and exercise would be top interests, though the high numbers are quite surprising. The fact that self-care and financial planning appear so high on the list implies workers want to take control of their health and their finances," Witherspoon says.

Promoting awareness

The data suggests employee services providers have an opportunity to provide the health and lifestyle information employees want-potentially improving health and productivity while reinforcing the organization's commitment to employees. Scott Eising, HES vice president, says, "Employees working for financial services companies show the greatest interest in financial planning and retirement planning, while healthcare workers have more interest in chronic conditions such as cancer, allergies, and high blood pressure.

Employees are well informed on issues in their respective industries: and the more aware they are of a health or lifestyle issue, the more they want to know." This implies that employee services providers working in the wellness industry should make an effort to educate their employees about their company's products and services. They can also create awareness campaigns high-cost or high-risk conditions, such as back injuries or hypertension; and provide appropriate intervention to improve health habits in these areas.





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Target behavior

The survey also measured individuals' readiness or motivation to change their health behavior. The findings show 31-48 percent of employees are either thinking about or taking steps toward improved health behaviors in one or more of the following categories:

- Exercising (48 percent)
- Healthy weight (39 percent)
- Healthy eating (36 percent)
- Managing stress (31 percent)

Employee services providers can greatly increase the likelihood of a successful wellness program by targeting health interventions to an individual's stage of readiness to change. Survey employees to learn about their willingness to improve specific health behavior; then provide programs that help employees reach their health goals.

For more information about the wellness survey, contact Dean Witherspoon, president, Health Enhancement Systems, at (800) 326-2317.



By Laura Michaud

Turn the tables on turnover

Five keys to maximum employee retention

ach time an employee permanently leaves your organization, he or she is adversely affecting your company's bottom line. According to the U.S. Department of Labor, it costs a company one-third of a new hire's annual salary to replace an employee. Using a modest annual salary of \$35,000, a company could easily spend \$11,550 in the hiring of a new employee.

This figure comprises both direct and indirect costs. Direct costs include advertising expenses, signon bonuses, headhunter fees and overtime expenses. Indirect costs include management time spent on recruitment, selection and training, and the decreased productivity as a result of current employees picking up the slack until a new employee is hired and trained.

To make matters worse, to-day's low unemployment rate makes finding qualified employees increasingly difficult. Recent statistics show national unemployment at 4.1 percent, the lowest it has been since 1970, when the unemployment rate dipped to 3.9 percent. This means longer recruitment periods and increased advertising expenses to fill the position. The most obvious solution to turnover expense issues is to retain your qualified employees. However, for many companies, this is

easier said than done. Competing organizations may tempt your employees with offers of more money or better employee services. Or, your employees may willingly seek employment elsewhere, when they no longer feel important to your organization.

No matter what the reason for your employee turnover, there are techniques for strengthening employee retention figures. Below are five employee retention tips that will keep your employees satisfied and eager to be a part of your team.

Building relationships

All employees are an integral part of your company's success and deserve to be treated with kindness and respect. Strong business relationships among coworkers assure open and clear communication. The lack of these relationships can leave employees feeling unimportant, unappreciat-



ed, and even disgruntled enough to quit.

The best method for developing relationships with your employees is to find common ground, and then build connections. The next time you are in an employee's office or cubicle, look around and find one item you can comment on that has relevance to your own life-children in Little League, a family pet, sports or recreation activities, etc. Comment to express a genuine interest, share your experiences and establish a common bond to make a connection. Try finding something in common with each employee and watch the benefits multiply for everyone.

Offer praise freely

Compliment your employees on their work. Give them praise whenever they deserve it, and when appropriate, in a public setting. In addition to praise, defend your employees when necessary. If they make a mistake, do not berate them or act harshly, especially in public. Let your employees know that while mistakes are not desired, they happen to everyone once in awhile. Your employees will be more creative, out-of-the-box thinkers when they are not fearful of your wrath.

Listen to employee feedback

Most employees will gladly tell you their needs and job-related issues if you really listen to what they say, being careful not to dismiss their thoughts as unimportant or wishful thinking. Listening involves more than simply not talking. It is a matter of giving your full attention, trying to understand and make others feel important. To know if your listening skills are up to par, ask yourself these questions, "Does my mind wander when I am listening? If so, how do I bring it back?" "Do I make silent judgments about the other person?" "Am I thinking of what I am going to

say next, or am I truly listening?" "Is the other person talking more than I am?" Your honest answers will help determine where your listening skills can be improved.

Keep the mood light

One of the easiest ways to retain employees is to create a fun work environment where employees can feel a part of a team. Laughter creates instant bonds as coworkers let down their guard, forget rank and release stress. When your employees are less stressed, they may be more willing to put in extra hours to complete projects. To foster humor in your organization, post appropriate jokes and funny stories on the company bulletin board or send them via e-mail. Consider initiating theme dress days to lighten the mood. If you are feeling more daring, don a clown wig and red nose at your next meeting. Your employees will appreciate the opportunity to laugh their stress away.

Strengthening your team

Your company is only as strong as your weakest employee. You must continually develop your team to retain its power. If you hire second-rate candidates, expect high turnover. However, when you strive to hire those people whose strengths are your weaknesses, the entire company benefits.

Remember that one bad apple can spoil the whole bunch. If your employees sense that one person is not pulling his or her own weight, they will feel resentful and be more apt to goof off. Make sure job candidates meet your criteria for a long-term, productive employee before you hire them.

Since the current unemployment rate suggests that it is an employee's marketplace, employers need to make an effort to retain their current staff and attract the best candidates for future employment. When you transcend typical employer stereotypes and create a work environment that fosters creativity and success, your company will benefit. The end result will be a workforce that stays with you and a business that thrives.

Laura Michaud, MBA, is the owner of The Michaud Group, Elmhurst, IL. As the former vice president of Sales and Marketing, Beltone Electronics, Chicago, IL, Michaud managed a staff of over 300 employees. Now, through speaking engagements and consulting, she helps corporations and associations learn the best methods for retaining qualified employees. Michaud can be reached at (630) 927-5555 or michaudgrpaol.com.



By Eileen O. Brownell

Setting the standard

A reputation as an efficient website gains and retains customers

o compete in the Internet generation, businesses must embrace the use of the World Wide Web. It has become a vital and necessary tool for business. Based on research conducted by Forrester Research, Inc., Cambridge, MA, it is anticipated that online revenues will exceed \$175 billion by the year 2004. Between 1998 and 1999 alone, the percentage of buyers who turned to the net as their first source of information on a product or service increased by 14 percent, according to a survey conducted by Martin Akel and Associates, Chester, NJ.

Web image

The Internet is open 24 hours a day, seven days a week. Consumers may purchase products at any time and have them delivered directly to their home or office. They buy groceries, purchase stock, apply for loans, read their horoscopes, research new homes, plan vacations and buy cars—all without speaking to another person or ever leaving their desks.

Whether managing a website for your employee store or the entire employee services department, remember that your site creates an important image for your company. When it is easy to maneuver and responsive, employees are more likely to return. Let's take a

look at how you can put your best foot forward on the World Wide Web and win customer/ employee loyalty.

Create a positive experience. A positive shopping experience begins with the search engine process. Websites that are easy to find, view, maneuver and order from are appreciated. Your site should be searchable via common key words and phrases. Once the web surfer performs the search, your listing should appear near the top of the results page.

Make the site easy to use. It is very frustrating when you have to scroll down to read a web page. All of the information should be visible on the screen at one time. Additionally, keep all of the web

page link buttons available on each page, so the customer can move easily from page to page without returning to the home page each time.

Focus on the customer. Provide customers with all the information they require to do business with you in a friendly and efficient manner. To assess how well your site focuses on the customer, log on as a client and see how easy it is to place an order or obtain information about your products.

Make a real person easily available. Provide your employees with an 800 number and accessible customer service representatives. If an employee has a question while online and is unable to receive a prompt answer, you may lose out on an important order.

Make it easy to order. Make your products searchable by manufacturer, product name and interest area. When someone places an order, ask them for a minimum amount of information. Assure your clients that their information is safe by explaining the security level of your site. If you would like them to provide additional information, post an optional survey at the bottom of the order screen and offer a free gift or discount to those who respond.

Keep your website current. Update your site regularly. As products become available, list them on the site immediately—drawing attention to these new items. If there is a change in com-

Taming **Technology**

pany policies that affect the customer, or if a product is no longer available, provide that information on the site as well.

Follow-up on all orders. Provide quality customer service through regular communication. Notify customers immediately after their orders have been received. Confirm orders with automated e-mail messages that provide an order tracking number, indicate when items will be shipped and post the anticipated arrival date. Always respond promptly to e-mail inquiries.

Provide an accurate representation of the product or service. There is nothing worse than reviewing and purchasing an item on the Internet and then discovering, once it arrives, that it was not what you thought you ordered. Make sure your product descriptions are accurate and complete. If customers must return orders on a regular basis, they will soon stop conducting business with you.

Make your customers feel special. Customize your service. If you notice the customer is interested in a particular line of products or manufacturer, notify them when you have new products in stock that they would find of interest. You can also ask the customer if there is information they would like to receive. This assists them in buying decisions, allows them to indicate the specific products or services they would like to purchase and helps you know your customer.

Indicate your terms and conditions up front. Return policies should be prominently displayed

on the order screen. Before customers are allowed to complete their orders, require them to read the terms and conditions and then click on a button to agree to the policy.

Sign of the times

Websites can reduce organizational costs and generate greater profits by reaching a wider audience. The cost of maintaining a website is minimal compared to the thousands of dollars required to create and distribute merchandise catalogs. Websites allow small companies to compete with major corporations. Specialty items or services are available to a greater customer base through the use of search engines. The World Wide Web has revolutionized business, much like the invention

of the train in the 1800s and the automobile in the 1900s. To keep up with the competition and prepare for the future of business, you must provide your web clients with a positive shopping experience, valuable products and exceptional customer service.

Eileen Brownell is president of Training Solutions, a Chico, CAbased firm, and author of the book,



The 12 Secrets of Customer Care. Her expertise includes customer service, conflict resolution, communication, and team development. For more information on her speaking and training services and learning tools, contact Brownell at (888) 324-6100 or Trainstars@aol.com.



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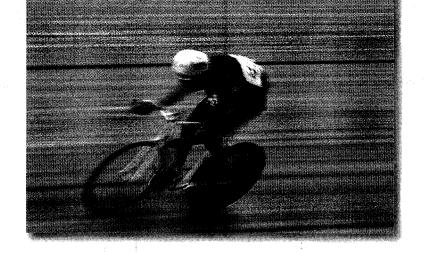
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By Seok-Ho Song, Douglas McEwen and James Malone

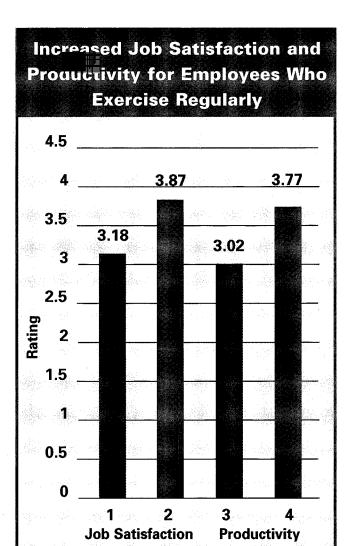
edical research has shown that exercise and physical fitness produce positive effects on physical health. Now, a survey of 262 S.C. Johnson Wax A Family Company employees who exercise regularly indicates they have higher job satisfaction and rate themselves as more productive than employees who exercise infrequently. Employees participated in an exercise program offered by the Racine, WI-based company's employee association, the Johnson Mutual Benefit Association (JMBA). In addition to achieving its goal of promoting and maximizing their employees' health, wellness and fitness, JMBA is also contributing to the company's success through more satisfied and productive workers.

JMBA was formed in 1922 to promote the welfare of S.C. Johnson employees. It is supported jointly by members' dues and contributions from the company. JMBA provides members with an array of recreational facilities and activities at the 146-acre Armstrong Park, including aquatics programs in the Raymond F. Farley Aquatics Center; men's, women's and coed intramural baseball teams; golf; picnics; and a full calendar of special events for employees and their families. There is a program for retirees and a company-owned resort in northern Wisconsin for employees' use.

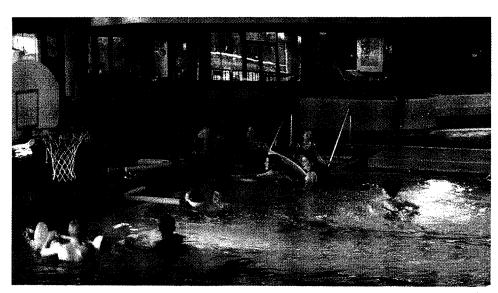
In 1979, a corporate fitness and health promotion program was designed for the JMBA Recreation and Fitness Center. Subsequently, a wide array of formal programs geared toward enhancing the health and wellness of employees, retirees, and eligible family members have been offered. These programs include aerobics, Aquacize, cholesterol and blood pressure screening, fitness assessment, individualized exercise consultation, Jazzercise, nutritional and weight loss counseling, and many others. S.C. Johnson and JMBA have been recognized for many of their recreational fitness programs, and have received national honors from Employee Services Management (ESM) Association and the Association for Worksite Health Promotion.

The study

S.C. Johnson initiated a study to determine how much influence participation in a JMBA physical exercise program had on the level of employee job satisfaction and productivity. Two hundred sixty-two subjects (148 males, 114 females) were selected from all S.C. Johnson employees who worked 20 hours or more per week. The subjects were divided into two groups.



- 1 & 3 = Employees who exercise at work less than 2 times per week
- 2 & 4 = Employees who exercise at work at least 3-5 days per week



S.C. Johnson Wax refers to itself as "A Family Company." At many of the company's fitness facilities, you will find parents and children recreating together.



Parents fit in-line skating into their busy schedules by bringing their children along.

The first group consisted of 128 employees who exercised regularly, at least 3-5 days per week, for a duration of 20-60 minutes in any fitness program offered by JMBA. The second group was made up of 134 employees who exercised less than two times per week in any fitness program offered by JMBA.

A questionnaire measuring the level of job satisfaction and job productivity was given to each employee. They were asked to rate themselves on a total of 23 questions, 15 regarding job satisfaction and eight on job productivity. The scale ranged from a value of one (strongly disagree with the question) to a value of five (strongly agree with the question). Response data was statistically analyzed and summarized by research associates at Southern Illinois University, Carbondale, IL.

Job satisfaction

The survey results showed that exercising regularly is associated with a higher level of job satisfaction. The mean rating of job satisfaction for the group of employees who exercised less frequently was 3.18, but it rose to 3.87 for the group who exercised regularly. This is a statistically significant increase. Similar results were found for the employees' self-ratings of their productivity levels. Employees who exercised at the company's facilities regularly felt they were significantly more productive than their less active counterparts. The mean rating for the group of employees who exercised less frequently was 3.02. This number rose to 3.77 for the group of exercising employees. Furthermore, past

research has shown that employees who participate in regular exercise programs were more emotionally stable, composed, self confident, and relaxed than those who did not participate in an exercise program.

Fitting in

Additional analysis revealed the possibility that regular participation in JMBA exercise programs may help younger employees adjust to the S.C. Johnson company culture. When comparing workers over 40, who had worked with the company longer, to younger workers with a shorter company work history, exercise habits aside, the older workers were more satisfied with their jobs and felt they were more productive than did the younger workers. However, among the employees who used the company's exercise facilities regularly, there was no significant difference between the older and younger employees in job satisfaction or level of productivity. These results seem to indicate that JMBA's exercise programs help younger employees adjust and more quickly feel part of the company culture.

Drawing conclusions

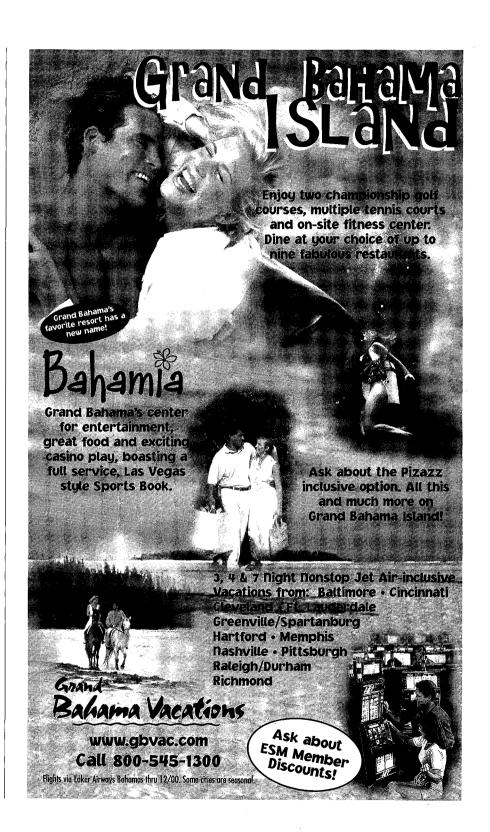
S.C. Johnson found that sponsoring an exercise program benefits the company's bottom line. The employees who participate in regular exercise are sick less and have lower absentee rates and health care costs. Regular exercise makes employees more active, reduces stress and tension, and relieves depression. By offering well-managed exercise programs and high-quality recre-

ational facilities, JMBA is providing employees with significant, positive work/life experiences. In turn, their efforts aid in the company's promotion and recruitment strategy. JMBA's goal of promoting and maximizing each member's health, wellness, and fitness is benefiting not only the employees, but the company as well. This study proves that JMBA's exercise program has contributed to S.C. Johnson's reputation as an Employer of Choice. esm

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James Malone is director of recreation for JMBA Recreation and Fitness Center at S.C. Johnson, Racine, WI. He can be reached at jcmalone@scj.com.



Identity This is a second of the second of t

Everyone is a target, but legal insurance plans can protect you

omeowner's insurance doesn't cover it; neither does credit card insurance. Only legal insurance can protect consumers against identity theft—when someone uses your name and social security number for fraudulent purposes, such as obtaining credit. Without legal insurance, consumers must bear the costs of legal action on their own. An estimated 85 million Americans are currently covered by legal service plans that protect them against issues such as identify theft; and 17 million of them are eligible for benefits from prepaid legal service plans, enabling members to receive specified legal services at no cost, and other services at reduced rates. Consider reproducing the following information in your next employee publication to educate your employees about identity theft and how they can protect themselves.

Identity crisis

Diane, 55, a Potomac, MD, mother of three, had not received a credit card bill in some time. When she called the credit card company, she discovered that her account now had a New York address as well as charges of \$4,500 in cash advances and merchandise. A thief had stolen credit card information from her mailbox and even called her home and talked with her young daughter to obtain her maiden name.

Diane's dilemma has become increasingly common, according to U.S. Secret Service reports. Although statistics are not readily available, credit card company and law enforcement officials contacted for a 1998 report from the U.S. General Accounting Office, indicate that losses run into hundreds of millions of dollars annually.

The U.S. Secret Service defines identity theft as using another person's name and social security number for illegal purposes. A larger-scale version is called identity takeover, where thieves use the victim's identity and credit to open bank accounts, apply for credit and even take out loans.

Federal law prevents identity theft victims from being held liable for bills incurred by impostors. Consumers, however, can spend months, and even years, repairing damage to their good credit.

Troubleshooting

Carl Nathanson, director of Law Service for the District Council 37 Municipal Employers Legal Services, a NY-based union prepaid legal services plan representing 125,000 city workers, says that there are some steps you can take to restore your credit if you are a victim of identity theft. "These actions can help deter thieves from incurring additional debt in your name," says Nathanson. He offers consumers the following tips for troubleshooting an identity theft situation:

Contact an attorney. Identity theft can have farreaching consequences. It can affect your ability to obtain a mortgage, buy a car, obtain a loan or even get a job. An attorney can help clear up erroneous credit reports, cancel debts incurred by thieves and restore damaged credit. "An attorney can assist you in expunging negative information from your credit record so that your ability to obtain credit in the future is not affected," he says. Nathanson notes that millions of Americans have access to low cost or no cost legal assistance through prepaid legal service plans, offered by employers, unions, credit unions, trade associations, churches and other organizations (see ad, page 22).



Do not pay any bills incurred by the identity thief. You are not liable for bills incurred by someone who is fraudulently using your name and personal information. Contact your credit card companies or lending institutions to inform them of identity theft.

File a police report. Many, but not all, police departments will accept reports of identity fraud. This step may assist law enforcement officials in locating the criminal, particularly if the thief is committing the crime on a large scale.

Call the credit bureaus. Call the credit bureaus and file a victim's statement. The bureaus will then watch for credit misuse and refuse credit to those fraudulently requesting it under your name.

Close your credit card accounts. Call your credit card companies, including department stores, and ask that your account be closed "at consumer's request." "This means that those who review your credit record, such as banks and mortgage holders, will see that the account was closed by you and not because of bad credit," says Nathanson.

Preventing identity theft

You can minimize the threat of identity theft by taking a few simple precautions. Tom Kasza, assistant special agent in charge of the Chicago Field Office of the U.S. Secret Service, offers these tips for preventing identity theft:

Only provide your social security number to others when necessary. Make sure you know who is asking for this information before you divulge it. Do not give it out on the phone or online unless you are certain

Identity Theft

it is needed. In addition, do not have your social security number preprinted on your bank checks or driver's license.

Limit access to personal information about you. Identity thieves often go through your garbage, or pilfer mailboxes for bills, credit card offers and other information that provides them with details they can use to steal your identity. Shred bills, financial and other personal papers before you throw them away.

Nathanson adds that consumers should mail bills from the post office instead of leaving them in the mail-box for the mail carrier to retrieve. He also suggests that you ask your bank to hold a new supply of checks for you to pick up instead of having them mailed to you.

Review your credit report often. You can obtain a credit report from a major credit bureau for a nominal fee, or free if you have been denied credit within the past 60 days. The report lists outstanding loans, credit

cards and payment history. It can also reveal, at a glance, if someone has stolen your identity. Request that a "fraud alert" be put on your credit report so that you are notified whenever anyone applies for credit in your name. This service is free.

"If all consumers did this, we could significantly reduce the incidence of identity fraud in this country," Kasza says. Contact the three major credit bureaus, Trans Union at (800) 680-7289, Experian at (800) 301-7195, and Equifax at (800) 525-6285, to request a fraud alert on your credit report.

The American Prepaid Legal Services Institute (API) is an 800-member, nonprofit professional trade association representing the legal services plan industry. The API is affiliated with the American Bar Association and is headquartered in Chicago, IL. For more information, visit API's website at www.abanet.org/api.

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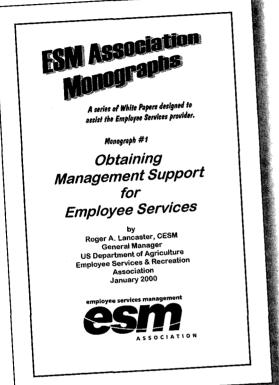


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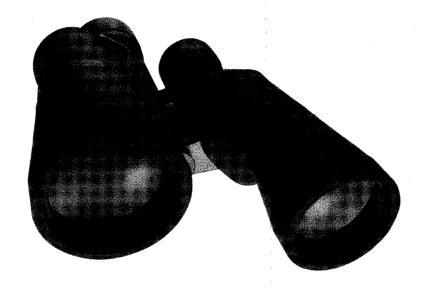
ESM Association President Roger Lancaster, CESM, general manager, U.S. Department of Agriculture, Employee Services and Recreation Association, takes you step by step through the process of integrating your employee services program into the goals of the company. By reading this white paper, you will learn:

- the four key ingredients to an employee services program
- how to align your employee services goals with the goals of the company
- how to prove that your employee services program impacts your company's bottom line.

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ESM Association's 2000/2001 Buyer's Guide

How to Use ESM Association's Buyer's Guide for Employee Benefits!

ESM Association's 2000/2001 Buyer's Guide is a tool to help you begin, improve or expand your employee services program, including your employee store. It is a listing of ESM Association National Associate Members. This directory was developed with information, prices and descriptions that were furnished by the Associate Members.

RETAIN THIS SECTION. It becomes a handy resource for employee discounts. New National Associate Members are listed monthly in the "Buyer's Guide Update" section of Employee Services Management (ESM) Magazine. Keep a copy of each Update with your directory to maintain a current resource.

ESM Association's 2000/2001 Buyer's Guide is currently updated and accessible on the Internet through ESM's website http://www.esmassn.org.

Only ESM Association members are eligible for these discounts. Read through ESM Association's 2000/2001 Buyer's Guide to see what is available to you and your employees and call the contact listed to receive more information about the companies' products/services. Always identify yourself as an ESM Association Member when calling. In some cases, should the Associate Member furnish an ESM identification number to your organization, use your company's assigned number.

2000/2001 Buyer's Guide

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For new National Associate Members added since this printing—
check Employee Services Management Magazine each month,
or find us on the Internet at http://www.esmassn.org for the most current list of offerings.

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9319 N 94th Way Scottsdale AZ 85258 480-860-1444 480-314-0304 FAX URL: www.antigua.com

E-mail: dmoore@antigua.com

Contact: Dan Moore

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URL: www.AwardsbyKaydan.com E-mail: AwbyKaydan@aol.com Contact: Kathy Iglehart

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ARAMARK.com

Contact: Tina-Marie Bissonnette

Lake Powell Resorts & Marinas, managed by ARAMARK Parks & Resorts, is an authorized concessioner of the National Park Service. Located in the heart of the Grand Circle on the Arizona and Utah border, Lake Powell Resorts & Marinas features two full-service lodges and five marinas. Houseboat, powerboat and water toy rentals are available, along with guided boat and Tigershark tours, and Colorado River Float Trips. The new ESM Association discount is 15 percent off rack rates during Value Season and five percent off rack rates during Summer Season. Please call for reservations or brochure/ discount information.

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URL: www.brunswickbowling.com E-mail: sue_schory@brunbowl.com

Contact: Sue Schory

Brunswick, one of the largest chain operators of family bowling and recreation centers in North America, offers free group bowling parties to ESM Association companies wishing to organize programs for their employees on a local or national basis. Brunswick's new futuristic glow-in-the-dark Cosmic Bowling is perfect for company parties, group outings and fund-raising events.

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Kennedy Space Ctr FL 32899 321-452-2121 321-449-4480 FAX

URL: www.kennedyspacecenter.com

Contact: Danielle Fernez

Experience the glorious past, which inspired the exciting present and future of the American Space Program. Tour LC 39 Observation Gentry to see where space shuttles launch; visit the Apollo/Saturn V Center to learn how astronauts landed on the moon; and tour the International Space Station Center to discover the future of space travel.

Lefton Promotions

8600 Pennell Dr St Louis MO 63114 314-692-2400 314-692-2520 FAX

E-mail: leftonj@fiastl.net Contact: Lisa Nussbaum

Lefton Promotions will host your corporate picnics, parties and team-building programs. Our 100-plus attractions and performers will add great fun to your event. We can run the entire program, freeing you to enjoy the festivities! Call for a free brochure.

Legoland California

1 Lego Dr Carlsbad CA 92008-4610 760-438-5346 760-603-0032 FAX

E-mail: karenk@america.lego.com

Contact: Karen Knight

Legoland California, located 30 minutes north of San Diego, offers families the ultimate shared experience with a full day of Lego attractions, rides and hands-on play areas.

Medieval Times Dinner & Tournament North America

7662 Beach Blvd Buena Park CA 90620-1838 714-634-0213 714-670-2721 FAX Contact: Jim Lennartson

Call now to enroll in the Medieval Times exclusive year-round KnightClub Card program, offering a savings of 15 percent off regular adult or child admissions Sunday-Friday. The program is valid at Medieval Times castles in California; Florida: Chicago, IL; New Jersey; South Carolina; Dallas, TX; and Ontario, Canada. Cardholders enjoy a 10 percent savings on merchandise in our gift shops. KnightClub Cards are free. Each Medieval Times castle offers group rates for special company outings and a consignment ticket program. Take advantage of these exciting discounts and see the show that's become a legend.

Ozark Ticket & Travel

109 N Business 65 Branson MO 65616 800-233-7469 417-336-3432 417-336-2283 FAX

URL: www.branson.com/esma E-mail: rabbit@branson.com

Contact: Rebecca Beasley

As the largest independent travel service in Branson, MO, Ozark Ticket & Travel is the complete information center for your Branson vacation. Call our toll-free number or conveniently order online.

Richard Petty Driving Experience

Walt Disney World Speedway 3450 N World Dr Lake Buena Vista FL 32830 407-939-0130 407-939-0137 FAX URL: www.1800bepetty.com E-mail: mhitt@1800bepetty.com

Contact: Meredith Hitt

Experience the heart-pounding, high-speed. fast-action adventure of driving or riding in a 630 horsepower stock car at speeds of up to 145 mph at the Richard Petty Driving Experience. Located at the Walt Disney World Speedway, we offer a 10 percent discount to ESM Association members. Come experience the real-life adventure made famous by racing legend Richard Petty!

San Diego Zoo/San Diego Wild Animal Park

3252 5th Ave 2nd FI San Diego CA 92103-5715 619-718-3000 619-718-3021 FAX

URL: www.sandiegozoo.org E-mail: mantista@sandiegozoo.org Contact: Mary Lou Antista-Suba

At the San Diego Zoo and San Diego Wild Animal Park, the Zoofari Club Card program allows employees a greater savings on year-round admission purchases. The program is free to companies with 100 or more employees. Other programs available include company picnics at both facilities, special tours and group outings that appeal to all ages.

Shear Madness

74 Warrenton St Boston MA 02116-5622 800-992-9035 617-695-1230 FAX URL: www.shearmadness.com

Contact: Janis James

Shear Madness is the hilarious whodunit where the audience solves the crime. Set in a unisex hairstyling salon that is the scene of a wacky murder, the play is filled with upto-the-minute spontaneous humor and it's different every time you see it. Shear Madness is delighting audiences in Boston, Chicago, San Francisco and at the Kennedy Center in Washington, DC. Generous group discounts are available.

Six Flags Theme Parks & Hotels

647 Camino de los Mares Ste 108-177 San Clemente CA 92673 949-661-8517

949-661-8516 FAX

E-mail: randythomas@earthlink.net Contact: Randy Thomas

Six Flags Theme Parks & Hotels currently has two hotels in the U.S. and 35 amusement and water parks throughout the U.S., Europe and Mexico. Most parks offer ESM Association members programs that include picnics, consignment tickets and V.I.P. Club discount cards.

SMI, Inc.

The Russian Nutcracker 27 E Housatonic St Pittsfield MA 01201-6401 413-499-1733 413-499-3820 FAX

URL: www.nutcracker.com E-mail: SMI@nutcracker.com Contact: Clifford Fields

Songer Whitewater, Inc.

PO Box 300 Fayetteville WV 25840-0300 304-658-9926 304-658-9952 FAX

URL: www.songerwhitewater.com E-mail: raft@songerwhitewater.com

Contact: Len Hanger

Songer Whitewater, Inc. offers exciting whitewater rafting adventures in West Virginia. Choose from one- or two-day trips on the New and Gauley Rivers-America's best whitewater. Whitewater rafting is a great motivator or reward for your employees. ESM Association members receive a 15 percent discount on select trips.

The Food Show

14 Loma Ave Long Beach CA 90803 562-438-0217 562-433-4009 FAX

E-mail: lbright719@aol.com Contact: Lee Reinke Bright

The Food Show is a food and cooking experience that entertains the entire family. Celebrity chefs perform; local chefs compete; and exhibitors offer food and wine samples. Snack Street educates and entertains young people. ESM Association discounts apply.

United Artists Theatres

9110 E Nichols Ave Ste 200 Englewood CO 80112-3451 800-784-VIPS 303-792-8773 303-792-8606 FAX

URL: www.UATC.com Contact: Joanne Dunn

United Artists Theatres Discount Ticket Program offers an innovative, economical way to treat your employees to top box office hits priced substantially below box office prices! Tickets can be resold to employees or given as gifts, prizes or rewards. Gift certificates are also available. Valid at United Artists Theatres nationwide.

Universal Studios Escape

1000 Universal Studios Plaza Orlando FL 32819-7610 407-224-6056 407-224-6602 FAX

URL: www.uescape.com

E-mail: janet.sutton@uescape.com

Contact: Janet Sutton

The Universal Studios Florida Fan Club is a free program featuring special discounts on admission for families and guests. Universal Studios Escape also offers specially-priced corporate tickets to be sold on consignment to your employees and their families for both short-term and year-round promotions. Call for pricing information.

Universal Studios Hollywood

100 Universal City Plaza S C79-5 Universal City CA 91608 818-622-3791 818-622-0168 FAX

E-mail: mccloskey@unistudios.com

Contact: Susan McCloskey

Now, everything that happens in the movies happens to you! Get ready to live the most spine-tingling adventure in 65 million years. Jurassic Park The Ride brings the biggest blockbuster ever thundering to life on the most spectacular water ride of all time. Travel through time on Back To The Future—The Ride from the 21st Century. Catch a tidal wave of action as Waterworld—A Live Sea War Spectacular brings the hit movie surging to life. Universal Studios Hollywood—where Hollywood and you come alive.

Walt Disney's Magic Kingdom Club

PO Box 4489 Anaheim CA 92803-4489 714-781-1550

714-781-1541 FAX Contact: Kitty Comer

The Magic Kingdom Club offers a variety of Disney leisure benefits and discounts at Disneyland Resort; Walt Disney World Resort; Disneyland Paris; and Tokyo Disneyland, to employees of more than 40,000 participating organizations throughout the U.S., Canada, Mexico, Europe, and Japan. Your Magic Kingdom Club Membership Card and Guide are available at your personnel or employee services office.

Wet'n Wild, Inc.

6200 International Dr Orlando FL 32819 407-248-3005 407-363-1147 FAX

URL: www.wetnwild.com E-mail: tfrazier@wetnwildorf.com

Contact: Terry Frazier

Wet'n Wild, Inc., America's favorite water park, is Florida's "Fun in the Sun" spot! Wet'n Wild features the best variety of multi-passenger thrill rides in Orlando, including the new Hydra Fighter, the water park industry's first interactive experience. Wet'n Wild is just minutes away from Universal Studios Orlando. We offer a \$5 Universal Fan Club discount to ESM Association members.

Wildwater Expeditions Unlimited, Inc.

PO Box 155 Lansing WV 25862 800-982-7238 304-658-4007 304-658-4008 FAX URL: www.wvaraft.com E-mail: wvaraft@wvaraft.com Contact: K Christopher Dragan

First class rafting and outdoor adventures make superior company outings and excellent family vacations. Even your kids will want to go when the trip is offered by West Virginia's number one licensed outfitter, Wildwater Expeditions. Single- and multi-day rafting trips that range from soft to extreme adventure are available. Rock climbing, rappelling and kayaking clinics are just a few of the exciting activities that can be added to your adventure itinerary. Call today to arrange plans. ESM Association members receive discounts of up to 20 percent.

Wisconsin Dells Passport To Pleasure Program

560 Wisconsin Dells Pkwy Wisconsin Dells WI 53965-0065 608-254-2525

608-254-6103 FAX

URL: www.wisconsindells-savings.com

E-mail: bartlett@dellsnet.com Contact: Kristi Meister

Your employees can save up to 35 percent on the area's most popular attractions—the more you see, the more you save.
Call or fax for further details on this free industrial promotion.

Fitness/Sports Equipment/ Sportswear

All American Golf, Inc.

112 E Van Buren Joliet IL 60432 815-726-0500 815-726-0544 FAX E-mail: ylkgolf@aol.com Contact: Edward Rhee

All American Golf, Inc. is a manufacturer of golf bags, clubs and accessories. The company has served golf industries for over 20 years and specializes in corporate promotions and incentives. ESM Association members will receive a 30 percent discount.

J. America

1200 Mason Ct Webberville Business Park Webberville MI 48892 517-521-2525 517-521-2605 FAX Contact: Peter Ruhala

J. America offers quality embroidered sportswear and headwear. We take pride in our exclusive fabrications and styling in golf shirts, woven shirts, sweatshirts, windshirts, outerwear, and caps. Our products are in stock at wonderful prices and sold with a smile.

Hotels/Resorts

Multi-location

Best Western Int'l. Inc. 6201 N 24th Pkwy Phoenix AZ 85016-2023 800-528-1234

602-957-5809 602-957-5643 FAX

URL: www.bestwestern.com/best.html Contact: Maribeth Brinkmann

Best Western Int'l. Inc. is the world's largest lodging brand with more than 3,700 independently-owned and operated hotels. Participating Best Western locations in the U.S., Canada and the Caribbean offer a 10 percent savings opportunity. For reservations and participating locations, call our toll-free number and ask for ESM Association plan code OM discount. Across the street from ordinary.sm

Bluegreen Corp.

4960 Blue Lake Dr Boca Raton FL 33431 561-912-8192 561-912-8169 FAX

URL: www.bluegreenonline.com E-mail: james.nighswonger@bxgcorp.com

Contact: James Nighswonger

Bluegreen Corp. owns and operates a system of superior vacation ownership resorts around the U.S. and Aruba. We also sell/finance beautiful residential land and golf communities throughout the country. Bluegreen is over 30 years old and is listed on the New York Stock Exchange (BXG).

Cendant Corp. Hotel Discounts

1 Sylvan Way Parsippany NJ 07054 973-496-7660 973-496-1084 FAX

E-mail: derek.errichetti@cendant.com

Contact: Derek Errichetti

Cendant Corp. is the parent company of Days Inn, Howard Johnson, Ramada, Knights Inn. Wingate Inn. and Travelodge hotels. The Member Benefit program offers ESM Association members hotel savings of 15-30 percent off the standard rate. The program is currently accepted at over 4,000 participating hotels throughout North America. Advance reservations are required. When making reservations, mention Member I.D.# 20646. Call (800) 268-2195 for Days Inn, (800) 769-0939 for Howard Johnson, (800) 462-8035 for Ramada, (800) 682-1071 for Knights Inn, (877) 202-8814 for Wingate, and (800) 545-5545 for Travelodge. Call today and make your reservation.

Choice Hotels Int'l.

10750 Columbia Pike Silver Spring MD 20901-4427 800-4-CHOICE 301-592-5196 301-592-6192 FAX

URL: www.choicehotels.com

E-mail: mary_sarkis@choicehotels.com

Contact: Mary Sarkis

Choice Hotels Int'l. (CHI) has more than 4,000 hotels worldwide. ESM Association members receive a 10 percent discount at participating Comfort, Quality, Sleep Inn. Clarion, Mainstay Suites, Econo Lodge, and Rodeway Inn hotels. Advance reservations are required. A free continental breakfast is available at most locations. Kids 18 and under stay free. Use ID# 00044073 to receive a discount.

Club Med

75 Valencia Ave Coral Gables FL 33134 305-925-9000 x9080 305-925-9042 FAX

E-mail: megan_giles@usa.net

Contact: Megan Keagle

Club Med is the world's largest all-inclusive vacation organization, operating 120 resorts in 36 countries and serving more than 1.5 million guests per year. Club Med is a leader in family vacations and corporate incentive trips where guests can choose from over 50 activities.

Epic Resorts

1477 Queens Bay Lake Havasu City AZ 86403 520-855-0888 x1088 520-855-4962 FAX E-mail: Katlbr@aol.com Contact: Kathryn Felke

Your employees will enjoy V.I.P. treatment when they choose to stay at one of our allsuite resorts. Epic Resorts has locations in Las Vegas, NV; Palm Springs, CA; Scottsdale, AZ; Lake Havasu City, AZ; Hilton Head, SC; and Daytona Beach, FL. Each resort features one- and two-bedroom suites, kitchen, laundry facilities, queen-size pull-out sleeper sofa, heated pool, spa, and a full-service concierge. Each unique location provides guests with the comforts of home in a spectacular resort setting.

Forever Resorts

PO Box 52038 Phoenix AZ 85072 480-998-1981 480-998-7399 FAX

URL: www.foreverresorts.com E-mail: mwantz-usa@foreverliving.com

Contact: Michelle Wantz

Forever Resorts offers various vacation destinations including luxurious houseboat rentals available in California, Georgia, Missouri, Nevada, and Texas, as well as Holiday Inn-Estes Park, CO: Signal Mountain Lodge in the Grand Tetons; and Mormon Lake Lodge, 17 miles south of Flagstaff, AZ. Discounts are available for ESM Association members.

Hotel Reservations Network

12000 Biscayne Blvd Ste 511 Miami FL 33181 800-964-6835 305-892-6880 305-892-4443 FAX

URL: www.hoteldiscount.com E-mail: hotelres@hoteldiscount.com

Contact: Robert Diener

Hotel Reservations Network offers discount hotel rates of up to 65 percent for ESM Association members. Hotels are located in major cities including Boston, Chicago, London, Los Angeles, New York, Orlando, Paris, San Francisco, Washington, DC, Hawaii, and South Florida. Stay first class at economy rates. Call for details.

La Quinta Inns, Inc.

PMB 348 7770 Regents Rd #113 San Diego CA 92122-1967 800-531-5900 858-622-1838 858-622-1838 FAX URL: www.laquinta.com E-mail: pburich@laquinta.com Contact: Penny Burich

ESM Association members receive a 10 percent discount at over 300 La Quinta Inns and La Quinta Inns and Suites nationwide. Call our 800 number and ask for the ESM Association special rate.

Schaedle, Worthington, Hyde Properties c/o Comfort Inn—Destin

19001 Emerald Coast Pkwy Destin FL 32541 850-654-8611 850-654-8815 FAX E-mail: dlpatat@aol.com Contact: Diana Patat

Schaedle, Worthington, Hyde Properties owns and manages Comfort Inn—Destin, FL: 850-654-8611; Hampton Inn—Destin, FL: 850-654-2677; Red Roof Inn—Palm Harbor, FL: 727-786-2529; Hampton Inn—Southaven, MS: 662-349-8855; and Hampton Inn—Brentwood, TN: 615-871-0222. Our hotels provide an outstanding value with an emphasis on customer service.

Sterling Property Mgt./Super 8 Hotels

4250 Koval Ln Las Vegas NV 89109 702-794-0888 702-794-3504 FAX

E-mail: super8motel@lvirmci.net

Contact: Diana Webber

Sterling Property Management has over 10 properties in the western states with locations in America's top leisure and business cities including, Scottsdale, AZ; Las Vegas, NV; Albuquerque, NM; as well as Washington, Montana, and Utah. Come and stay with us. Life's great at Super 8.™

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Box 7 Dept 73 Vail CO 81658 970-845-5714 970-845-2614 FAX URL: www.snow.com

E-mail: lees@vailresorts.com

Contact: Lee Steele

Vail Resorts is the premier mountain resort operation in North America. We feature four distinctive mountain resorts in Colorado at Beaver Creek, Breckenridge, Keystone, and Vail, and one in Grand Teton, WY. Our company and its employees are committed to providing excellence in customer service, sensitivity to our surrounding communities and environment, and profitable growth for our shareholders.

Windmill Inns of America

15220 N 75th St Scottsdale AZ 85260 800-547-4747 Reserv. 480-443-0909 x105 480-443-7635 FAX

URL: www.windmillinns.com E-mail: hollyr@jeld-wen.com Contact: Holly Rodriguez

Windmill Inns of America represents unique inns and suites located in the recreation areas of Arizona and Oregon, with locations coming soon to Scottsdale, AZ; Napa Valley, CA; and Denver, CO. Amenities include our Windmill Inn Good Morning™, featuring hot beverages, orange juice, muffins, and newspapers delivered to your room daily, outdoor pools, bicycles, Best Seller lending library, and more! Please ask for your ESM Association rate when making reservations.

California

Anaheim Ramada Inn Near Disneyland

1331 E Katella Ave Anaheim CA 92805 800-228-2828 714-978-8088 714-937-5622 FAX

E-mail: sales@anaheimramada.com

Contact: Loreta Shaddock

The Anaheim Ramada Inn. four-time recipient of the Ramada Gold Key Award. stands for exceptional service and cleanliness. This beautifully-landscaped property, with palm trees and a 10-foot rock waterfall, is located less than one mile from Disneyland. Free shuttle service is available. Amenities include tea/coffee maker, iron, hair dryer, safe, and remote control TV with on-command movies in all rooms. Other amenities include a heated pool, whirlpool, two sauna rooms, laundry room, fitness room, full service restaurant (with room service), sports bar, and gift shop. Call our 800 number and ask for I.D. code LP05 for property #708.

Stovall's Best Western Hotels

1544 S Harbor Blvd Anaheim CA 92802 800-854-8175 x4 714-776-4800 714-758-1396 FAX

E-mail: stovallsab@aol.com Contact: Anjuli Bijlani

Stovall's Best Western offers four hotels surrounding Disneyland in Anaheim, CA, that are centrally located to most southern California attractions. ESM Association members receive special rates.

Beverly Garland's Holiday Inn at Universal Studios

4222 Vineland Ave Universal City CA 91602-3399 818-980-8000 x7231 or x7288 818-766-0112 FAX

URL: www.beverlygarland.com E-mail: lana@beverlygarland.com Contact: Lana Sue Sawyer

Beverly Garland's Holiday Inn at Universal Studios is situated on seven landscaped acres and includes two towers featuring 255 deluxe guest rooms, 12 of which are spacious suites. Amenities include an outdoor pool, sauna, children's playground, and two lighted tennis courts. In addition to free parking, a complimentary shuttle is available to the Burbank Airport, Universal Studios Hollywood and CityWalk. ESM Association members receive a 35 percent discount off the published rates.

Four Points by Sheraton

1500 S Raymond Ave Fullerton CA 92831 714-635-9000 x288 714-520-4622 FAX Contact: Aida Aleman

Four Points by Sheraton is a full-service hotel. ESM Association members can choose from discount packages including Disneyland admission, or a weekend getaway with a Sunday champagne brunch. For more information or reservations, give us a call.

Inn Suites Hotels

7555 Beach Blvd Buena Park CA 90620 714-522-7360 714-523-2883 FAX Contact: Arlene Jones

This 185-suite hotel is minutes from Disneyland and just one block from Knott's Berry Farm. Guests can enjoy a free, full breakfast buffet and Wednesday-night barbecues. All rooms include a microwave, refrigerator, hair dryer, coffee maker, and tea maker. Two-room family suites and hot tub suites are available.

Florida

Beachside Gardens Convenience Suites

2019 NE 4th Ct Deerfield Beach FL 33441 888-427-0523 954-427-0523

954-423-1752 FAX

URL: www.retireseniors.com E-mail: bchside@gate.net Contact: Roland Priske

Beachside Gardens is an extended-stay resort for retirees and professionals. Our beachfront apartments are casually elegant with a kitchen, pool and other amenities. ESM Association members receive a 30 percent discount on stays of one month or longer. Visit our website for additional information.

Blue Tree Resort—Lake Buena Vista

12007 Cypress Run Rd Orlando FL 32836 800-688-TREE 407-238-6014 407-239-2649 FAX

URL: www.bluetreeresort.com E-mail: g.norek@bluetreeresort.com

Contact: Gregory Norek

Blue Tree Resort offers accommodations spacious enough for the entire family. Our facilities are reminiscent of a country club, coupled with privacy and convenience at affordable prices. ESM Association members can choose from one- or two-bedroom fully-furnished suites. Prices begin at \$109 per one-bedroom and \$159 per two-bedroom per night. Local phone calls and transportation to all local theme parks are free. Activities are available for both adults and children.

Tell the suppliers
that you found
them in
ESM Association's
Buyer's Guide

Buena Vista Suites

8203 World Center Dr Orlando FL 32821 800-537-7737 Reserv. 407-239-8588 407-239-1401 FAX URL: www.bvsuites.com

URL: www.bvsuites.com E-mail: ebost@bvsuites.com Contact: Elaine Bost

Looking for a treat for the whole family? Located one-and-a-half miles from Walt Disney World Resort and convenient to all major attractions, Buena Vista Suites is in the center of all there is to see and do in Orlando, Buena Vista Suites features 280 spacious two-room suites with a private bedroom and separate living room with a sofa bed. The suites can accommodate up to six people (max, four adults). Your suite includes an in-room coffee maker, refrigerator, microwave and wet-bar, two TVs, and a video player. Enjoy a free, full American-breakfast buffet daily and free scheduled transportation to the Magic Kingdom, Epcot Center, Disney-MGM Studios, and Disney's Animal Kingdom. The ESM Association Suite Travel Club Special is \$105 plus 11 percent tax per suite, per night. This rate is subject to availability and advance reservations are required. You must request the ESM Assocation rate when booking and show company I.D. at check-in. This rate is valid through 12/24/2000.

Comfort Suites Resort Maingate East

2775 Florida Plaza Blvd Kissimmee FL 34746 888-784-8379 407-397-7848 407-839-0402 FAX Contact: Tom Davis

Comfort Suites Resort Maingate East is a 198 room, all-suite hotel just two miles from Walt Disney World. We pay for scheduled transportation to Walt Disney World, Universal Studios, SeaWorld, and Wet'n Wild. Free deluxe continental breakfast. Guests have access to the business center, exercise room, pool and kiddie pool, and Tiki Bar.

Diplomat Resort at Maingate

7491 W Irlo Bronson Mem Hwy Kissimmee FL 34747 407-396-6000 407-396-9215 FAX

URL: www.maingateresort.com E-mail: rrimg_gm@bellsouth.net Contact: Debbie Hymes

Diplomat Resort at Maingate has 442 guest rooms and is located one mile from Walt Disney World with complimentary transportation, children's programs and indoor and outdoor pools. ESM Association members receive up to 50 percent off.

DoubleTree Castle Hotel

8629 International Dr Orlando FL 32819 407-996-3112 407-248-8181 FAX

URL: www.doubletreecastlehotel.com E-mail: diannec@grandthemehotels.com

Contact: Dianne Christie

The 216-room DoubleTree Castle Hotel is an upscale, themed hotel with the ambiance of a summer palace. Guests are greeted by towering spires, rooftop terraces, dancing fountains, and brilliant sculptures. Our mystically landscaped grounds, with a grand swimming pool, pool bar, hot tub, two themed restaurants, gift shop, and game room, create the feeling of a majestic castle courtyard. Ask for the Royal Passport rate.

Enjoy Florida Hotels

2950 Reedy Creek Blvd Kissimmee FL 34747 800-290-2885 407-390-9124 407-390-1182 FAX

URL: www.enjoyfloridahotels.com www.passporttomagic.com

E-mail: rbowers@enjoyfloridahotels.com Contact: Rosemary Watson Bowers

Enjoy Florida Hotels offers four properties in the Orlando/Kissimmee area with a variety of rates and amenities, including up to 50 percent savings with our Passport to Magic employee discount program. All hotels have free Disney shuttle service and are conveniently located near major attractions. The Holiday Inn Express, on International Drive, offers a complimentary breakfast bar. Econo Lodge Maingate, Ramada Inn Resort Maingate and Holiday Inn Maingate West are in the Kissimmee attraction area.

Grand Bahama Vacations

1170 Lee Wagener Blvd Ste 200 Ft Lauderdale FL 33315-3561 800-422-7466 Groups 954-359-3099 x104 954-359-9585 FAX URL: www.gbvac.com

E-mail: jrudd@prinvac.com Contact: Jackie Rudd

Grand Bahama Vacations offers nonstop air-inclusive packages to the Resort at Bahamia from various U.S. cities. Call

for reservations.

Holiday Inn Hotel & Suites Main Gate East

5678 Irlo Bronson Memorial Hwy Kissimmee FL 34746 800-FON-KIDS 407-997-4344 407-396-8915 FAX

URL: www.familyfunhotel.com E-mail: allisonmjones@hotmail.com

Contact: Allison Jones

Holiday Inn Hotel & Suites Main Gate East is your family fun resort, located three miles from Walt Disney World. All 614 rooms feature a microwave, coffee/tea maker and mini-refrigerator. Hotel facilities include heated pools and whirlpools, sand volleyball, tennis and basketball courts. Kids always eat free. The ESM Association member discount starts at \$45.

Howard Johnson Maingate East

6051 W Hwy 192 Kissimmee FL 34747 407-396-1748 407-396-1394 FAX URL: www.hojomge.com

E-mail: stay@hojomge.com
Contact: Suzi Lane

Located two miles east of Disney World, Howard Johnson Maingate East is the place to stay when visiting the Orlando, FL area. This 567-room hotel features heated swimming pools, a whirlpool and a Kids Eat Free program. We offer free transportation to the Magic Kingdom. Join our Golden Passport Club and receive additional discount passes to SeaWorld and Universal Studios.

Island One Resorts

2423 Sand Lake Rd Ste 100 Orlando FL 32809 800-892-7523 x2146 407-363-7475 407-354-2109 FAX Contact: Charles Linden

Island One Resorts is a premier collection of themed resorts in Orlando. You will find a world of ways to relax and have fun, vacation after vacation. The resorts are only minutes away from a myriad of attractions including Walt Disney World, Universal Studios and SeaWorld.

M&J Wilkow Hotel Group

6800 Villa DeCosta Dr Orlando FL 32821 407-239-8808 407-239-0710 FAX

URL: www.enchantedlandresort.com www.ramadasuitesorlando.com E-mail: holly@mjwilkow.com Contact: Holly Caracciolo

M&J Wilkow offers ESM Association members more than 30 percent off at either of its Orlando resorts. Join the Passport To Savings Club and receive extras. It's free! Choose from Ramada Inn All Suites, a full-service, all-suite resort, or Howard Johnson EnchantedLand Resort, offering affordable, themed, kids rooms only three miles from the Magic Kingdom.

Oceans Resorts—A Family of Fine Hotels

600 N Atlantic Ave Daytona Beach FL 32118 800-874-7420 Reserv. 904-267-1618 904-238-7984 FAX

URL: www.daytonahotels.com E-mail: lsmith@oceansresorts.com

Contact: Lisa Smith

Our five oceanfront resorts offer 1,119 suites, rooms and efficiencies, king-size pools, golf and recreation programs, a variety of lounges and restaurants, and European-style spa and fitness centers. Complimentary shuttle service runs between our hotels. ESM Association members receive a free welcome gift and discounted rates: \$49 (5/1/00-6/15/00, 8/20/00-12/25/00) and \$69 (6/16/00-8/19/00). This offer is for one to four people in a standard room and excludes holidays and special events.

Outrigger Beach Resort

6200 Estero Blvd Fort Myers Beach FL 33931 800-749-3131 941-463-3131 941-463-6577 FAX URL: www.outriggerfmb.com

URL: www.outriggerfmb.com E-mail: sales@outriggerfmb.com Contact: Jeanne Bigos

Outrigger Beach Resort is a family-friendly beachfront resort. Great fun and lots of sun, all served with a smile and a 25 percent discount for ESM Association members. Includes full resort amenities and close to golf, fishing, shopping, and attractions. Call our 800 number for details.

Radisson Resort Parkway

2900 Parkway Blvd Kissimmee FL 34747 800-634-4774 407-396-0097 FAX

URL: www.radissonparkway.com E-mail: jhein@RadissonParkway.com

Contact: Jan Hein

The Radisson Resort Parkway is located just one-and-a-half miles from Walt Disney World. This resort has two pools, including one with a waterfall/waterslide. Other features include a restaurant, lounge, deli, fitness center, snack bar, kids-eat-free program, free scheduled transportation to major attractions, laundry facilities, Pizza Hut, and tropical gardens.

Resort Marketing Int'l.

6880 Lake Ellenor Dr Ste 201 Orlando FL 32809 407-532-1317 URL: www.floridaoffers.com

Contact: Cory Mayback

Resort Marketing Int'l. offers extremely competitive rates for Florida hotels and luxury resorts. We feature great prices, great locations and great vacations!

Sheraton Four Points Lakeside

7769 W Irlo Bronson Memorial Hwy Kissimmee FL 34747 407-396-2222 407-396-7087 FAX

URL: www.orlandosheraton.com E-mail: sales@orlandosheraton.com

Contact: Jim Donovan

Less than two miles from Walt Disney World's Maingate, the Sheraton Four Points Lakeside sits on 27 landscaped acres, offering 651 rooms with refrigerators, coffee makers, three pools, tennis, mini-golf, paddle boats, restaurants, deli and lounge, children's playground, and 3,200 sq. ft. of meeting space.

Sierra Suites Hotel Orlando

8100 Palm Pkwy Orlando FL 32819 407-239-4300 407-465-0352 FAX Contact: Renee Lewis

Sierra Suites Hotels are ideal, mid-priced, all-suite hotels offering spacious living arrangements for any length of time. Sierra Suites Hotel Lake Buena Vista is close to Downtown Disney and Sierra Suites Pointe Orlando is on Universal Way. Sierra Suites are big on amenities and small on price.sm

Summerfield Suites Hotel Orlando

8480 International Dr Orlando FL 32819 800-830-4964 407-352-2400 407-238-0778 FAX

URL: www.summerfield-orlando.com E-mail: jrivera@summerfieldsuites.com

Contact: Jose Rivera

Summerfield Suites features beautiful oneand two-bedroom suites with full kitchen, living area, two private bathrooms, deluxe continental breakfast daily, and complimentary scheduled transportation to all Disney parks. The two-bedroom suite can accommodate up to eight guests.

Tollman Hundley Hotels

5820 W Irlo Bronson Memorial Hwy Kissimmee FL 34746 407-396-8669 407-396-1228 FAX URL: www.thhotels.com

E-mail: becky@thhotels.com Contact: Becky Bennett

Tollman Hundley Hotels offers four unique hotels that cater to group and individual travelers. You can choose from budget, moderate and first class hotels near all major attractions. One-bedroom family suites are available at affordable prices. We also offer buy-one-get-one-free admission tickets to select area attractions.

Illinois

Pheasant Run Resort & Convention Center

4051 E Main St St Charles IL 60174 630-584-6300 x7510 630-584-9831 FAX Contact: Lisa Peterson

Pheasant Run Resort & Convention Center, the Midwest's most complete resort, offers meeting planners and leisure travelers an exceptional experience with gracious accommodations, first-class service, extensive conference space, and a spectacular variety of activities. Ask about our ESM Association member discounts.

Nevada

Atlantis Casino Resort

3800 S Virginia Reno NV 89502 800-994-5900 x3050 775-825-4700 775-826-7860 FAX Contact: Susan Folsum

Atlantis Casino Resort currently offers 600 of Reno's most spacious guest rooms. Our expansion includes 400 new rooms and additional meeting space. Indoor waterfalls, palm trees and thatched huts truly make Atlantis Casino Resort Reno's paradise.

Flamingo Hilton Laughlin Hotel/ Casino Resort

1900 S Casino Dr Laughlin NV 89029 800-292-3711 702-298-5093 702-298-5129 FAX Contact: Patty Dion

The Flamingo Hilton Laughlin Hotel/Casino Resort features 2,000 guest rooms, a 20,000 sq. ft. casino, swimming pool, tennis courts, arcade, full-service restaurants, live regular and seasonal entertainment, river tour boat, and 7,000 sq. ft. of banquet and meeting space.

Mirage Casino-Hotel

PO Box 7777
Las Vegas NV 89177-0777
702-791-7171
702-792-7669 FAX
URL: www.mirage.com
E-mail: ttazbaz@mirage.com

Contact: Tara Tazbaz

The Mirage Casino-Hotel is set amidst towering waterfalls and sparkling lagoons. Our erupting volcano, 20,000 gallon aquarium, white tiger habitat, and the Secret Garden of Siegfried and Roy are entertaining attractions for all. Our guest rooms and suites are finely appointed and carefully detailed to the highest standards of comfort and luxury. The Mirage is a tropical resort offering a variety of amenities to intrigue every guest.

Reno Hilton Hotel & Casino

2500 E Second St Reno NV 89595 800-648-5080 Reserv. 775-789-2242 775-789-1151 FAX URL: www.renohilton.net

E-mail: renom@ballys.com Contact: Mary Reno

The Reno Hilton & Casino is Northern Nevada's entertainment center. In addition to 100,000 sq. ft. of casino floor, it features the Hilton Theatre, Garage nightclub, Improv comedy club, outdoor pool, bowling alley, movie theater, Funquest Funcenter, and eight fabulous restaurants.

Riverside Resort Hotel & Casino

PO Box 500 Laughlin NV 89029 800-227-3849 702-298-2535 702-298-2612 FAX

URL: www.riversideresort.com E-mail: marketing@laughlin.net

Contact: Mike Scanlon

Located on the beautiful Colorado River, the Riverside Resort Hotel & Casino offers 1,405 spacious rooms and suites. Our facility features gourmet dining; 24-hour restaurant; Prime Rib Room; Buffet Room which seats 422; two pools; six first-run movie theaters; lounge entertainment; a Western dance hall; top name performers in Don's Celebrity Theater; Race and Sport book; convention facilities; a classic car collection with free admission; dance studio; tea dances; 900 RV spaces; a 119-passenger tour boat; and a 34-lane bowling center.

Si Redd's Oasis Resort/Hotel/Casino

PO Box 360 Mesquite NV 89024 800-216-2747 x3580 702-346-5722 FAX E-mail: ala@oasis-resort.com

Contrate ALARCA

Contact: Al Allison

Si Redd's Oasis Resort/Hotel/Casino is located 80 miles northeast of Las Vegas on Highway 15. With 1,000 rooms, six pools, three golf courses, spa, ranch, gun club, and 10,000 sq. ft. of convention space, we know we can make your stay a worthwhile and memorable experience.

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Steve Kriner, Chevron, San Ramon, CA

Ohio

Holiday Inn Express-Kings Island

5589 Kings Mills Rd PO Box 425 Kings Island OH 45034-0425 800-227-7100 Hotel 513-398-0970 Sales 513-398-9537 FAX

URL: www.hiexpresskingsisland.com E-mail: info@hiexpresskingsisland.com

Contact: Tracey Paugh

Holiday Inn Express—Kings Island is located across from Paramount's Kings Island Theme Park. The hotel offers a 10 percent discount off regular room rates Friday and Saturday nights and a 15 percent discount Sunday-Thursday nights. (Discounts do not apply to double plus rooms or suites. This discount is not valid in conjunction with any other discount or promotion.) Advance reservations are suggested and awarded based upon room availability. A coupon for your discount is available on our website with password: gueststar. Not valid during holidays or special events.

Pennsylvania

Caesars Pocono Resorts

PO Box 40 Lakeville PA 18438 800-327-3992 570-226-4697 FAX

URL: www.caesarspoconoresorts.com E-mail: cprdave@ptdprolog.net

Contact: David Good

Caesars Pocono Resorts (Cove Haven, Paradise Stream, Pocono Palace, and Brookdale) are located in the scenic Pocono Mountains of Northeast Pennsylvania. ESM Association members receive a 20 percent discount midweek (Sunday-Thursday) and a 10 percent discount off weekend, all-inclusive, vacation/honeymoon packages. Brookdale offers all-inclusive packages for families. To receive a supply of Caesars Pocono Resorts Getaway Club discount cards for your employees/members, call our 800 number.

Tennessee

Grand Resort Hotel & Convention Center

PO Box 10 3171 Parkway Pigeon Forge TN 37858-0010 800-472-1188 865-453-1766 865-428-1500 FAX

URL: www.grandresorthotel.com E-mail: beverly@kmsfia.com Contact: Beverly Bowden

Experience the ultimate in luxurious accommodations at the Grand Resort Hotel & Convention Center, nestled at the foot of the Great Smoky Mountains in action-packed Pigeon Forge. This complex offers 425 spacious accommodations, full-service restaurant, the area's largest indoor hot tub, heated outdoor pool, and 75,000 sq. ft. of convention space.

Opryland Hotel

2800 Opryland Dr Nashville TN 37214 615-871-5829 Direct 615-889-1000 Hotel 615-871-5843 FAX

URL: www.oprylandhotels.com E-mail: cglaus@oprylandhotels.com

Contact: Cindy Glaus

With 2,883 guest rooms, nine acres of tropical gardens, waterfalls, a winding river, 30 specialty shops, 15 dining options, and three outdoor pools, the Opryland Hotel is a city under glass. The Grand Ole Opry, General Jackson Showboat, and Springhouse Golf Club are on the premises with the Wildhorse Saloon and Ryman Auditorium nearby.

Merchandise/ Discount Cards

American Identity, Inc.

10450 Holmes Rd Kansas City MO 64131 816-943-4224 413-383-9292 FAX

E-mail: carolel@americanid.com

Contact: Carole Lewis

American Identity, Inc. is a full-service apparel manufacturer as well as a top 10 advertising specialties distributor. Upscale jackets, golfwear, caps, and fleece are all included in our stock selection. In addition to in-house embroidery and silk-screening, we design and produce catalogs.

ArtSelect

300 W Lowe Ave Fairfield IA 52556 515-472-1495 515-472-2761 FAX

E-mail: sunny@artselect.com Contact: Sunny Hartley

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345 N Herschel St St Paul MN 55104 877-7bellacor 800-760-6678 FAX URL: www.bellacor.com

E-mail: info@bellacor.com Contact: Josephine Jaspers

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Benefit Direct, L.L.C. markets employee benefit programs provided free of charge to the employer and employee. We are dedicated to serving the needs of both parties.

Bounty Trading Corp.

1370 Broadway New York NY 10018 212-279-5900 212-564-5950 FAX

E-mail: robert@bountytrading.com

Contact: Bob Geifman

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BZ Marketing

701 S 6th St Philadelphia PA 19147 215-574-0214 215-574-0247 FAX

E-mail: edwinbuzan@aol.com

Contact: Edwin Buzan

BZ Marketing sells brand-name watches, embroidered clothing, personal business organizers, magnetic health products. sunglasses, umbrellas, tools, and other personal accessories.

C2G Corp. (Clothes 2 Go)

PMB 279 2020 Howell Mill Rd NW Ste C Atlanta GA 30318 888-925-6844 404-355-5221 404-355-5170 FAX E-mail: c2gcorp@aol.com

Contact: Ellen Hyndman

Clothes 2 Go provides high-end quality men's and women's apparel and other merchandise at highly discounted rates to employees of ESM Association organizations. We bring an array of merchandise to your employees at great value! Our products serve as a unique and profitable fund-raising service for employee associations and/or in conjunction with major charity fund-raising functions such as March of Dimes, United Way and Children's Miracle Network.

Cherry Hill Furniture & Interiors

Furnitureland Station PO Box 7405 High Point NC 27264 800-328-0933 910-882-0900 FAX Contact: Donna Blair

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D&B Wholesale Cosmetics, Inc. sells designer fragrances and cosmetics for men and women such as Christian Dior, Giorgio. Opium, Polo, Elizabeth Arden, Shalimar, Lancome, Liz Claiborne, and Cool Water.

Digital Cars

39 S Milwaukee Ave Wheeling IL 60090 800-666-7887 x23 847-215-6029 FAX

URL: www.digitalcars.com E-mail: robyn@digitalcars.com Contact: Robyn Angsten

DigitalCars.com is an Internet-based, car pricing and referral buying service. ESM Association members can visit our website to receive current pricing and obtain referrals to our dealer members who will sell cars at prenegotiated member discount prices.

Entertainment Publications, Inc.

9511 Willows Rd Redmond WA 98053 425-556-8333 425-836-5297 425-867-9582 FAX Contact: Geri Parks

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URL: www.onlinegolfguide.com E-mail: mike@onlinegolfguide.com Contact: Michael Padgett

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Family-owned and operated, HoneyBaked Ham sells fully-cooked, bone-in, spiralsliced gourmet hams and other quality meat products, HoneyBaked brand condiments, deli items, and party trays.

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Contact: Lawrence Stewart

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4517 Minnetonka Blvd Minneapolis MN 55416 800-928-5355 612-922-4781 612-920-4055 FAX

URL: www.JLRwholesale.com E-mail: JLRwholesale@netscape.net

Contact: Joel Grossman

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E-mail: traci@op.net Contact: Traci Small

We're in the Business—Jordan Worldwide is a full-line distributor to employee stores. We are sole distributors of Armitron (Looney Tunes) and Beverly Hills Polo watches, as well as other name brands and first quality lines. Jordan Worldwide specializes in supplying quality name brands and logo merchandise at below wholesale prices.

Jos. A. Bank Clothiers

500 Hanover Pike Hampstead MD 21074 800-827-3921 410-239-5908 410-239-5700 FAX

URL: www.josbank.com

E-mail: corporatecard@jos-a-bank.com

Contact: Heather Renz

The Jos. A. Bank Corporate Card Program is a no-cost employee benefit that companies can provide to all of their associates. Members will receive 20 percent off regular priced merchandise at over 100 stores nationwide, when purchasing from our direct mail catalog or ordering from our website. Our Incentive Gift Certificates are the perfect choice for all your employee recognition, reward and incentive programs. Available in denominations over \$25, our certificates can be personalized. Inquire about our discount structure by calling 800-656-2265 or e-mailing us at apparelincentive@jos-a-bank.com.

Maggie May Accessories Co.

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E-mail: maggiemay6@aol.com Contact: Margaret Moran

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200 High St Boston MA 02110 617-478-0630 617-478-0638 FAX

E-mail: jobrien@masshightech.com

Contact: Jay O'Brien

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Media Play/The Musicland Group

3054 Sheridan Dr Amherst NY 14226 716-837-3722 x25 716-837-3446 FAX Contact: Robin Lenhard

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National Distributors

5921 Baum Blvd Pittsburgh PA 15206 800-247-4514 412-361-7577 800-583-3214 FAX

URL: www.nationaldistributors.com

E-mail: natidist@ad.com Contact: Martin Mallit

National Distributors is a wholesale distributor of merchandise perfect for any employee store. We can supply your store with health and beauty products (specializing in travel sizes), over-the-counter medicines, hosiery, stationery, cameras, film, candy, cosmetics, gifts, fragrances, and much more. Call for our wholesale catalog today.

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North American Marketing Corp. (NAMCO)

100 Sanrico Dr Manchester CT 06040-2225 860-649-3666 860-646-3692 FAX URL: www.namcotoy.com

E-mail: namcotoy@erols.com Contact: Gary Tampone

NAMCO Toy Wholesalers has specialized in children's toys for corporate holiday parties for 30 years. Case lot sales only at low wholesale pricing.

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Miller Place NY 11764
800-72-PERKS
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516-744-1995 FAX
URL: www.Perkscard.com

E-mail: info@perkscard.com Contact: Robert Dow

We offer the most comprehensive discount programs available. The Perkscard is absolutely free and entitles ESM Association members to discounts both locally and nationally. Remember, there is only one Perkscard and it is totally free to you and your employees! Visit our website for more information.

Rynns Luggage

1922 E Carson St Pittsburgh PA 15203 800-664-1220 412-481-9560 412-481-8864 FAX Contact: Howie Pastroff

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Selling Edge, Inc.

214 W 29th St Ste 1201 New York NY 10001 212-279-7200 212-279-6550 FAX E-mail: gbrill@sellingedge.com Contact: Gary Brill

Selling Edge, Inc. provides promotional merchandise for picnics, Take Your Daughter To Work® Day, holiday parties, blood drives, special events, meetings, company stores, and much more. We feature both imprinted and nonprinted items. Name brand and designer merchandise is available.

Shepherd of the Hills Entertainment Group/ Branson Hotline

111 E Main St Branson MO 65616 800-492-3378 417-334-5356 417-335-4473 FAX

E-mail: shelly@tablerock.net Contact: Shelly Morrill

Branson Hotline in Missouri offers all kinds of opportunities for the Branson traveler. Tickets, reservations, incentives, and meeting packages are available through our 800 number. Branson Hotline is honored to provide 10 percent off vacation packages to ESM Association members with discount cards. Call today.

The Men's Wearhouse

40650 Encyclopedia Cir Fremont CA 40650 510-657-9821 760-436-5646 FAX URL: www.tmw.com Contact: Frank Stern

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514 S River St Hackensack NJ 07601 800-527-4680 x275 201-807-1838 FAX Contact: Rick Kennedy

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Samsung Opto-Electronics America, Inc.

40 Seaview Dr Secaucus NJ 07094 201-902-0347 x111 201-902-1359 FAX

URL: www.samsungcamera.tripod.com E-mail: genes@mail.sna.samsung.com

Contact: Gene Soyka

35mm compact cameras and binoculars, APS cameras, digital cameras, and single lens reflex cameras are available at a discount through Samsung Opto-Electronics America, Inc. The ESM Association purchase website is: www.simplyamazing.com/private/start.html

Specialty/ Professional Services

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Contact: Larry Maxfield

Access Destinations is a travel and recreation discount program providing 10-50 percent discounts at 3,500 hotels;1,800 golf courses; and 2,000 recreation destinations, plus savings on cruises and vacation packages. This program is delivered through customized Internet websites and magazines.

American Family Day Corp.

PO Box 669068 Marietta GA 30066-0102 800-227-3801 770-429-1807 770-426-0906 FAX

URL: www.americanfamilyday.com E-mail: bill@americanfamilyday.com

Contact: Bill Blohm

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URL: www.aupaircare.com E-mail: jennywa@juno.com Contact: Jennifer Warner

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AuPairCare is pleased to offer ESM Association members a \$100 discount on our application fee. Call our 800 number for an information packet.

Auto Buying Plan

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URL: www.autobuyingplan.com E-mail: abprob@ecentral.com Contact: Robert Malcolm

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Books Are Fun, Ltd. Art For Everyone Jewelry Is Fun 1680 Hwy 1 N

Fairfield IA 52556 800-966-8301 x3444 515-472-6018 FAX

URL: www.booksarefun.com E-mail: thaskins@booksarefun.com

Contact: Teresa Haskins

Books Are Fun, Ltd. is the largest display marketer of books in the world. We offer your employees the finest and most current books discounted at up to 70 percent off retail. Our book fairs have become America's most popular employee event. They are free, easy and fun. We rebate money or books to support your fund-raising and literacy efforts.

Brainstorm Cafe

PO Box 1771 Gatlinburg TN 37738 423-908-0650 423-908-8053 FAX

E-mail: max@brainstormcafe.com

Contact: Don Mack

Brainstorm Cafe is a full-service marketing agency offering conceptual design, placement services, Internet services, and other multi-dimensional, multi-media capabilities. The only way to have a good idea is to have a lot of them!

Brink's Home Security

110 S Main St 3rd Fl South Amboy NJ 08879 732-316-0559 732-316-0287 FAX E-mail: yviscos@brinks.com Contact: Yvonne Viscosi

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1120 Joshua Way Vista CA 92083 800-799-7373 760-727-5100 760-727-1583 FAX

URL: www.certifiedfolder.com E-mail: info@certifiedfolder.com

Contact: Anne Fearn

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Consumer Credit Counseling Service of Greater Dallas

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Dallas TX 75235
800-783-5018 x1113
214-638-2227
214-951-0124 FAX
URL: www.cccs.net
E-mail: rhooper@cccs.net
Contact: Ray Hooper

Consumer Credit Counseling Service of Greater Dallas (CCCS) is a non-profit organization providing budget counseling, debt management plans, housing counseling, and financial education services. Obtain counseling in person, by phone or by mail. Educational services are provided onsite or through interactive media technologies.

CTX Mortgage Co.

3100 McKinnon Ste 300 Dallas TX 75201 214-981-6082 214-756-4388 FAX

E-mail: butch_stine@ctxmort.com

Contact: Butch Stine

CTX Mortgage Co. offers a full menu of mortgage products to 44 states, from one central location. Products include Veteran Administration and Federal Housing Authority (VA/FHA), conventional and jumbo loans. The entire application process requires 30 minutes and can be completed via phone or mail.

Employee Preferred, Inc.

PO Box 70516 Marietta GA 30007-0516 770-649-9898 770-645-0749 FAX

URL: www.employeepreferred.com E-mail: rkurdziel@employeepreferred.com

Contact: Bob Kurdziel

ESM Employee Preferred is ESM Association's complete program of insurance and financial services designed to help your company attract and retain quality employees by directly addressing some of their most important work/life issues. Developed with the buying power of ESM membership, we have assembled a portfolio of voluntary employee benefits that are rich, flexible, portable, discounted, and employee owned. Benefits range from a special group long-term care policy, group automobile and homeowners insurance to legal insurance. pet insurance, vision, dental, disability, discount savings cards, and much more. Benefits are available to companies of any size. As a member of ESM Association, your employee group also has the option to generate additional revenue from these programs.

Employee Printing Services

PO Box 248 Bedford Park IL 60499-0248 800-323-2718 x208 708-496-8058 FAX

E-mail: PDClaassen@myprinter.com

Contact: Patricia Claassen

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emploveesavings.com

155-108th Ave NE 8th FI Bellevue WA 98004 425-456-3982 425-450-1028 425-450-0248 FAX

URL: www.employeesavings.com E-mail: KarenO@employeesavings.com

Contact: Karen Olson

employeesavings.com provides Fortune 500 companies with customized work/life solutions that increase their competitive edge by retaining talented employees and reducing human resources' administrative costs. Through employeesavings.com, employees have access to web-based information, products and services that help simplify their daily lives.

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1715 N Westshore Blvd Ste 200 Tampa FL 33607 813-288-8008 Contact: Bob Keator

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Executive Color Studios

10900 E Hwy WW Columbia MO 65201 800-733-1041 573-874-4964 FAX

E-mail: ecsphoto@aol.com Contact: Linda Ordway

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Contact: Waleska Rios

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Recognition Programs



By Eric Webb

Lessons learned in automating a recognition program

t makes sense. Move your corporation's old-fashioned reward and recognition system from paper to PC. Why continue a labor-intensive system that depends on manual filing and snail mail when the entire process could be easily automated? Easier said than done. That is what I discovered when I headed up the migration of RainSoft® Water Treatment Systems' massive award recognition program from a paper-based system to a computerized model—a \$200,500 project that is still evolving today.

As director of communications, I was charged not only with making it happen, but proving it was both cost-efficient and a better operating model for the company. During the transition, I learned many lessons. I discovered that changing something as intrinsic as a recognition program within a sales organization brings with it a major cultural shift that will be resisted at every turn. As it turned out, automating RainSoft's program was one of the most challenging and rewarding experiences of my career.

The paper chase

My quest to transform RainSoft's \$250,000-a-year recognition program began in August 1997. Back then, RainSoft was running a paper-based recognition program. It was a labor-intensive, imprecise system that generated questionable results.

RainSoft Water Treatment Systems is a division of Aquion Partners L.P., headquartered in Elk Grove Village, IL. RainSoft is a leading brand of equipment designed to purify and soften water for homes and businesses. There are over 300 dealerships in the U.S. and 24 other countries. The company sells through dealerships that employ more than 3,000 salespeople and over 1,000 telemarketers. In 1997, all dealers, salespeople, managers and telemarketers were eligible for the recognition program, which offered awards ranging from plagues to milestone pins to merchandise to recognition in company publications and at regional meetings. Every RainSoft dealer and employee was given recognition points based on sales performance. For example, a salesperson would earn 10 recognition points for selling a water conditioner package and two more points for selling a carbon block system along with it. Dealers would also earn points based on their dealership's overall sales numbers. But the system was far more multi-layered and complex than a simple point system. Combined points, at different levels, could award dealerships, as a whole, special travel/hotel packages to RainSoft's national convention. The program awards were dependent on the number of points accumulated over various time periods. One recognition program spanned two years!

At the end of each month, every dealer would send summary reports to headquarters via the U.S. Mail. An administrative assistant for the recognition program would then compile all the information manually and generate summary reports, which had to be audited by at least two other people. From there, dealers might spend weeks on the phone with headquarter representatives trying to correct information published in the monthly magazine or announced at the regional awards meeting. By the time employees received their pins, plaques, merchandise or honorary mentions in the company magazine, three months or more had passed, which presented another problem. In many cases the employee no longer worked for the dealership.

The system further degenerated each summer when those running the paper-based program were charged with speeding up the process in time for the nation-

al convention. Every dealer wanted to be on the Top Ten list of branches generating the most sales. Every salesperson wanted to

be in contention for a similar honor roll at their own level. Each year, the convention was rife with grumblings about the imperfect nature of the rewards and recognition system. In short, it was a system that generated questionable results, which, in turn, lowered morale.



Making waves

An in-house programmer and I worked to

create a computer application that could

handle detailed input from several sources

In August of 1997, we set out to revamp the program. It was a rough ride. For the first few months, the paper to PC migration was invisible to dealerships and their employees. An in-house programmer and I worked to create a computer application that could handle detailed input from several sources worldwide. The real work began in December of 1997, when we implemented the new program. Our plan was not simply to make the reward and recognition process swifter, but to create a more equitable system that required less auditing and labor from headquarters. This meant dealers must put forth their own effort on the front end.

We ended the practice of mailing summary reports to headquarters for tabulation and began requiring dealers to enter each customer sale onto a specific card (eventually creating an electronic version) with details including the name of the salesperson, the dealership and the category of sale. We hired a data entry house, for \$2,000 a month, to organize the information and

generate reports. The reports were sent directly back to the Top 10 dealers that were in contention for

awards. Any perceived mistakes were to be cross-referenced against the dealers' own input. We thus eliminated three layers of manpower at corporate headquarters. A full-time administrative assistant requiring salary and benefits was no longer needed to enter all the company's sales data. The burden of correcting infor-

Paperto Po

mation had been passed on to the dealers. A dealer could enter in a few hundred cards faster than one person could enter 6,000-10,000 cards. What's more, headquarters now had the ability to easily manipulate the incentive points structure, allowing for a more diverse award system with more options. In one case, we increased the amount of recognition points it would take to earn our company's top recognition awards. Under our old system this would have taken days of data entry. Instead, it took a matter of minutes.

One step at a time

By May, the time lapse between filing initial data from dealers and the receipt of rewards had fallen to days instead of months. By June, the printing of the monthly recognition magazine required one month instead of two. However, the system was still flawed and running at nowhere near top speed. Having the dealers enter their own information caused inconsistencies in the database. We found that dealers might spell the name of an employee one way in March and another way in April. The system registered this information as two separate employees, diluting the sales numbers and recognition points of the individual employee in question. When attempts to fix this problem failed, we decided to assign each employee and dealer an identification number. This procedure allowed employees to work at several locations and receive credit for all of their sales through one account.

The human obstacle

Despite all of our obstacles, the most serious conflicts were not procedural or mechanical—they were human. The move to an automated recognition system was a major cultural shift for RainSoft employees. Many of the top dealers and salespeople had been with the company for decades and did not agree with the new direction of the program.

Many longtime RainSoft employees and affiliates were confused by the new data entry process. Some had never worked directly with computers before and feared that the information they entered was neither secure nor trackable. Others rebelled against using it altogether. Although the system had the capability to reduce delivery of awards to just a matter of days, we were still at a one month delivery time—an improvement from the paper-based system but not our target. I had to plead with upper management to stick with the program for at least one year. Some of the higher-ups were ready to throw in

the towel, but I made sure the reports were built-in. I also made sure the Top 10 dealers received reports before anything was published in our magazine.

Sweet success

It was not until we had piloted the computerized program for six months that the situation began to turn around. In months 7-12, RainSoft employees began to accept and appreciate the computer-based recognition program. RainSoft's Top 10 dealers were most concerned with speed and accuracy. Many dealers went from wanting the system to change, to saying it did not work, to becoming the biggest advocates once they experienced the accuracy, effectiveness and ease of the system.

Words of wisdom

Lesson one: Employees are often resistant to change, even when that change has a positive end result. It is crucial to obtain upper management's buyin or you will lose the upcoming battle. Oftentimes, management is the first to cave in to employee complaints. Make sure you have data that proves your new system is more accurate and efficient than the previous approach.

Lesson two: Technology may frighten employees, especially when it replaces an established process. A system only works as well as the people using it. Your employees do not require Internet access or extensive computer knowledge to use an automated recognition program, but they do need to be able to enter the data digitally and understand how to download the information to a database.

Lesson three: My suggestion to large or small organizations moving from a paper-based to computerized incentive program, is to pilot the program for at least a year. We almost gave up on our computerized system and would have missed out on the great rewards that followed within 12 months of implementation. RainSoft's next venture is to move the program online.

Eric Webb is currently the vice president of marketing for Motivation Online, a Hoffman Estates, IL-based online performance improvement and incentive system aimed at motivating employees. He can be reached at ericw@motivationonline.com.

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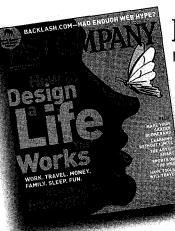
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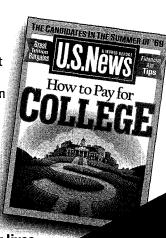
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Welcome to the Family

New employee orientation programs are key to starting employees off right

ffective orientation programs, where new employees are introduced to the company mission and begin to feel they are a vital part of the team, are key to sparking early productivity and improving employee retention.

A study at Corning Glass, Corning, NY, found new employees, who went through an employee orientation program, were 69 percent more likely to be with the company three years later than those who did not attend such a program. A similar study at Texas Instruments, Dallas, TX, concluded that employees who were carefully oriented to the company and their jobs reached full productivity two months sooner than those who did not receive orientation.

Stay awhile

"In today's labor market, new employees know they can quit and start somewhere else tomorrow," says Mel Kleiman, managing partner of the Hire Tough Group, Houston, TX, which specializes in proven approaches to employee recruitment, selection and retention. "Orientation should be geared toward reinforcing the buying decisions of new employees. The focus must be on convincing them they made the right choice when they signed on."

Employees will never be more enthusiastic, hopeful and energetic than during the first few days on the job. Those days will either spark a fire of enthusiasm or fan the flames of doubt about the new employee's commitment. A dismal orientation, or lack of one, can turn a new recruit into a slacker, or someone not bad enough to fire, but not good enough to add value to the company.

Ease their minds

Kleiman, author of *Hire Tough, Manage Easy—How* to *Find and Hire the Best Hourly Employees,* believes that employers have to address what is foremost on employees' minds. "These are the same issues that worry children on their first day of school each year: 'Will they like me?' 'Will I be safe here?' 'How hard is the work?' 'How will I be graded?' 'Will I meet people like me?'" Here are some presentation pointers:

- Create a good first impression
- Emphasize their value as key players on the team

- Explain the mission/purpose of the company and the job so employees can see their role in the big picture
- Provide assurance that they will be carefully and patiently trained
- Familiarize employees with rules, policies and procedures
- Help employees adapt to their new surroundings, learn who all the players are and how they work together
- Establish friendly relationships among coworkers and managers
- Ensure new employees have all the information and tools they need to do their jobs
- Motivate employees to succeed as an integral part of the team
- Develop the long-term commitment the company wants from every member of the workforce
- Reinforce their decision to join the company. Without a well-planned orientation, new employees may end up confused. A lack of direction or a disorganized approach can rapidly diminish the employees' commitment to the company.

social activities to help them fit in, and employee services to assist in balancing their work and personal lives.

Lasting impression

A little effort can place your company above its competition. "Employers are laying a foundation for failure when new employees are thrown into the fray without orientation," says Kleiman. "First impressions are lasting and, when you have a good orientation program, the effort invested will keep people motivated and loyal in spite of the inevitable frustrations that arise with any job."

The Hire Tough Group, a division of Humetrics, Inc., helps employers reduce hourly employee turnover through proven approaches to employee recruitment, selection and retention. With more than 25 years of experience in the human resource industry, The Hire Tough Group provides consulting services, training workshops, keynote presentations and publications based on best practices research among companies with below average turnover. For more information, visit www.hiretough.com, call toll-free (877) 447-3868 or e-mail info@hiretough.com.

Promote your program

The best new employee orientation programs describe and encourage participation in employee programs. If your employee services department is not involved already, ask management to include some of these ideas in their new employee orientation program:

- Give out a new employee packet that includes information about your programs and services
- Present a video highlighting your facilities
- Explain your company's discount program and how employees can access it
- Hold a slide show of last year's special events
- Promote an introductory offer to the fitness center
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By Michael P. Scott

Assuming a new position

The emerging role of the work/life professional

sk Valerie DeWitt what it was like transitioning to her new role as benefits specialist in the Work/Life Department of Federal Express, Memphis, TN, and she'll get right to the point. "The initial few weeks were very demanding," DeWitt says. "But I couldn't have asked for a better opportunity to learn about the culture of our company, as well as the role work/life plays in making a difference in our employees' lives."

Accepting the challenge

DeWitt is among a growing number of employee services professionals who have accepted the role of work/life professional within their company. "It is challenging, at times, because in addition to my new work/life responsibilities, I still have my hand in employee services. Work/life is much more project oriented, while employee services tends to be more events based," DeWitt says.

Many companies are designating an employee to oversee work/life programs. These recruitment and retention initiatives allow companies to compete in today's tight labor market. While the responsibilities of this position offer employee services providers the possibility to enhance their positions, many studies indicate that incorporating the overall message of work/life into a company culture can meet with resistance. A survey by the consulting firm of William M. Mercer, Louisville, KY, in partnership with Bright Horizons Family Solutions, Cambridge, MA, found that while many companies are benchmarking work/life programs, there has been little effort in aligning work/life with recruitment and retention strategies:

- While **95 percent** of those companies surveyed said work/life is important to their competitiveness, most indicated that they have not taken steps to incorporate work/life into their overall business strategy.
- Only **16 percent** include work/ life in their mission statement, possess a work/life manager, appointed a work/life taskforce, or include work/life sensitivity in their managers' performance criteria.

Six critical qualities to the work/life manager

What makes for a successful work/life professional in today's evolving business environment? That is a tough question, given the varied roles these managers are asked to fulfill, including change agent, communicator, strategic planner, researcher and partner.

Here is a list of six qualities or characteristics that are critical to the success of the work/life professional.

- 1. Persuasiveness. When I asked a group of work/life professionals what qualities or characteristics make them successful, persuasiveness was the number one response. Since work/life professionals are often required to develop new concepts and sell them to management, persuasiveness is key to proving a program's significance to the bottom line.
- 2. Resourcefulness. Use the information and networking opportunities provided by industry experts to develop new work/life initiatives. Both Employee Services Management (ESM) Association, Oak Brook, IL, and Work and Family Connections, Inc., Minnetonka, MN, offer information on the latest trends in work/life.
- **3. Creativity.** Companies succeed in recruiting and retaining employees with work/life programs when they offer innovative programs that distinguish them from the competition. Achieving this feat requires a

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work/life professional who is committed to thinking outside of the box to develop new initiatives.

- **4. Perceptiveness.** A savvy work/life professional possesses the ability to assess workforce needs and offer recommendations that address concerns.
- **5. Knowledgeable.** Work/life professionals must recognize that gaining organizational commitment to their objective involves educating senior managers and employees alike on the value of work/life programs to the long-term success of the organization.
- **6. Strategic thinking.** Work/life professionals think in terms of business outcomes. Work/life programs become strategies to attract and retain top talent, as well as employee programs that assist the workforce in attaining balanced lives.

Go for it

Sandy McWhorter, work/life administrator, Covance Control Laboratory Services, Indianapolis, IN, says, "You must be relentless in your search for emerging trends in work/life and keep abreast of what is happening in the field." DeWitt adds, "It helps to have a mentor when you assume the role of work/life professional. Also, remember to take advantage of the information available on the Internet. So much research has already been performed and is published on the Net. These reports are useful when building a business case for work/life initiatives within your own company. Finally, examine your strengths and determine what value you can bring to the table. Ultimately, it is the results of your work that lead to your success." **esm**

Michael P. Scott is a regular columnist for ESM Magazine and the author of the book, Catch Your Balance and Run: Proven Life Management Strategies to Assist You in Today's Fast Paced World. He can be reached at power2u@ix.netcom.com.

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tion. Learn how to tactfully say no and fend off interruptions to save your energy for more important matters.

Take care of yourself

In addition to organizing your time, keep your physical body nourished during times of stress. Very often, people react to stress by drinking more coffee, eating unhealthy foods and quitting their exercise routines. This is a road to disaster. Healthy eating provides the energy needed during highly stressful times. Cut back on caffeine, alcohol, sugar, fat, salt and any foods that make you feel tired. Regular exercise can help calm your fears, increase your strength and stamina, and raise your energy level. Some physical activities that effective for controlling burnout include running, jogging, swimming, bicycling, cross-country skiing, aerobic dancing, in-line skating, hiking, and walking at a brisk pace. When the daily grind leaves you feeling out of control, exercise puts you squarely in control of life and moving forward on your path.

Seven-minute renewal

You can renew yourself from burnout in as little as seven minutes-but this is not a one-time, guick fix. You need to take revitalization breaks every day. A great way to revitalize is with a nature break. Wherever you live or work, there is beauty all around you. During the day, visit a park or another secluded area filled with nature's beauty. The growing field of ecopsychology studies the powerful connection between nature and mental well-being. Many people experience heightened awareness in nature; their senses are sharpened; they feel connected to something greater than themselves and a sense of inner peace.

Find a quiet place to relax and enjoy the scenery. If you spend the work week in a bustling city, take a break near a fountain, in a hotel lobby filled with lush green foliage, at a flower shop or in a museum. Choose a spot that will allow you to focus on something peaceful and relaxing. Once you have reached your chosen destination, take deep breaths by inhaling slowly to the count of five and exhaling slowly in the same manner. Repeat this breathing exercise 10 times. This helps clear your mind and relieve the chest tightness often caused by stress.

Another great daily technique is to listen to relaxing music. Our minds are like giant sponges. They soak up everything around us and use those stimuli to determine our mood. When you are at work, keep a portable cassette or CD player nearby and some of your favorite relaxation music. Many people escape by listening to classical music or meditation music that is intertwined with nature sounds, such as a babbling brook, rainstorm, or waves crashing against the shore. As you listen to your music, practice your breathing exercises to help soothe your burnout symptoms.

Free yourself

Remove yourself from life's fast pace with a planned getaway. One weekend away from work and stress will completely revitalize your body, mind and spirit. It is a wonderful antidote to a hectic schedule and lifestyle. You can even plan a getaway weekend at home. Unplug the phone, turn off the pager and give yourself a couple of days to do activities that recharge your energy.

A one-day getaway can also be renewing and relaxing. Many people enjoy day outings to a spa, the beach or a quiet park. Whatever length of time you choose, be sure to retreat to a stress-free, nurturing environment. Noisy, crowded places can wreck havoc with your nerves and consume lots of energy. Planning a relaxation and renewal period helps renew your entire system. After a day or two away, you will feel rested, recharged and ready to rationally assess all aspects of your life.

You will survive

Once you pinpoint where your energy is being drained and find simple techniques for renewal, you can overcome job burnout. Many people report feeling a renewed sense of purpose without having to make a drastic life change. The key is to focus—on yourself, your surroundings and your energy—to keep burnout at bay.

Pamela Ammondson is president of Ammondson Communications, a Santa Rosa, CA-based consulting firm specializing in business communications and marketing. She is also a professional speaker and author of Clarity Quest: How to Take a Sabbatical without Taking More than a Week Off (Simon & Schuster). For more information, call (707) 539-8711, e-mail pama@ammondson.com, or visit www.ammondson.com.



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ESM Association Greater Seattle Chapter By Pamela Ammondson

The great escape

You can refocus and revitalize without quitting your job

ith less staff doing more work in nearly every industry, it is no wonder the New York Times reports job burnout as one of the main topics discussed at human resource meetings across the country. Employers' do-more-with-less mentality has caused employees to become mentally and physically drained.

If your job leaves you feeling ! tired, unfulfilled, powerless and frustrated, you may be suffering from burnout. Before you do something drastic, like quit your job or switch careers, try this simple revitalization program to renew your energy and rekindle your tired spirit.

The lost sabbatical

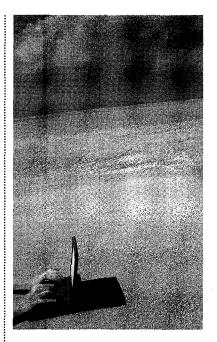
Employees from every country except the U.S. take sabbaticals. In a nutshell, a sabbatical is a recurring period of rest and renewal. Sabbaticals are typically thought of as multi-month retreats to some place of solitude; however, it does not need to be so drastic. In fact, many people can recharge their mental and physical energies in as little as one week. What if you cannot afford even an extra ! what absolutely must get done, ! tion or tolerate every interrup-

hour for yourself, much less a whole week? Simple. Overcome your burned-out state of mind by renewing your energy on a daily basis.

Gain control

The first step is to understand why you are feeling so drained of energy. To determine this, keep a log of your daily activities to identify what is causing the burnout. Think about how you can rearrange your schedule to free up energy. What are your priorities? Are there any tasks you can delete or delegate? Would anyone notice if you skipped a task or missed a meeting?

Make a to-do list and prioritize your activities to help you take control of your time. Think about



and how to best structure your day to allow enough time to accomplish your essential activities. Prioritize by deciding if each task helps meet your goals and objectives. If you are consistently participating in activities that do not pertain to your goals, then you are either wasting your time on the wrong activities or need to rethink your goals.

In this day and age, we tend to take on too many commitments and drain nearly all of our energy. Start taking control of your time by realizing that you do not have to accept every invita-

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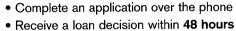


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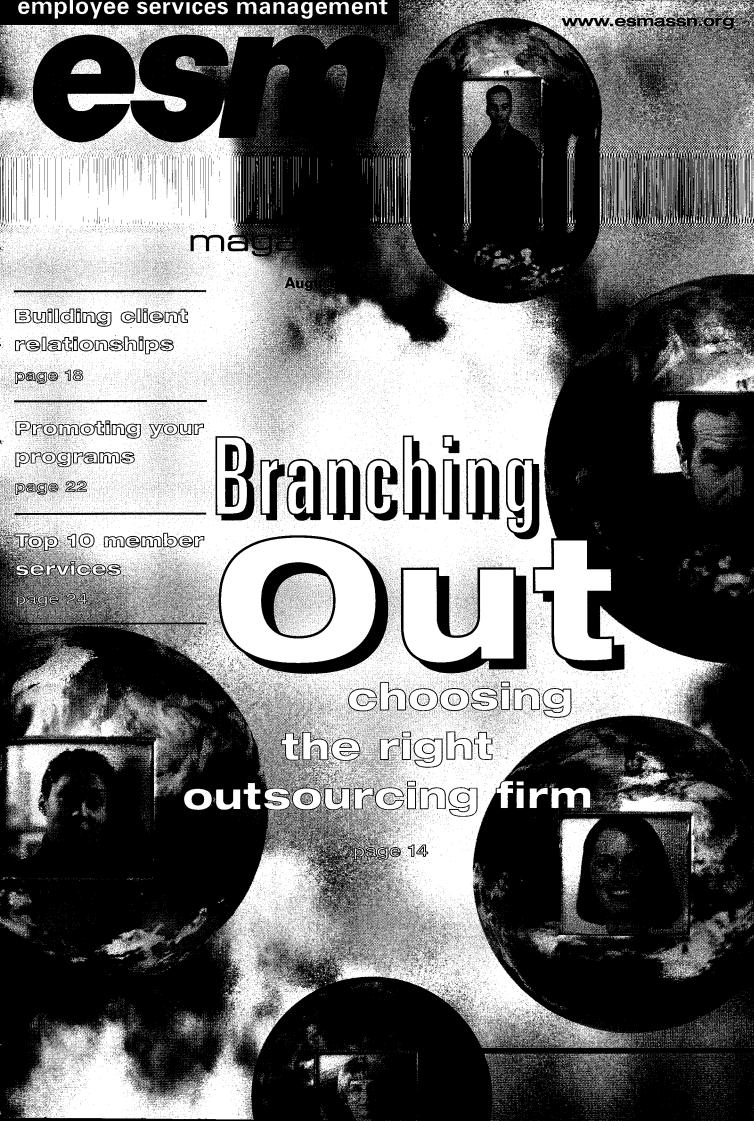
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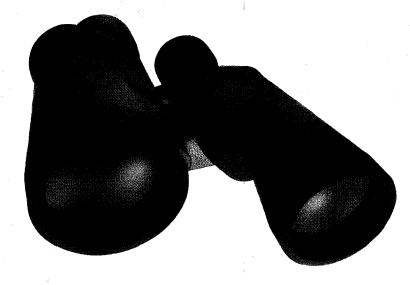
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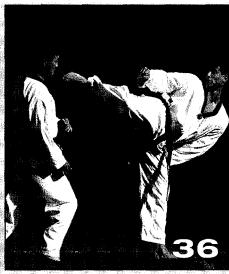


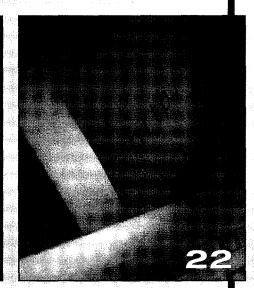
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Meeting their needs

Employee services providers help employees balance work and life

mployee services are becoming more prevalent in today's workplace as employers struggle to recruit and retain quality workers. Throughout this issue of *ESM Magazine*, you will learn which new and existing programs employee services providers are using to make employees' lives easier and help boost morale. Employees are seeking programs that help them balance their work and personal lives. The key to successfully providing these programs is to meet your employees' lifestyle needs.

With 21 percent of the U.S. population over age six regularly participating in some form of physical fitness, exercise has become an important activity in employees' everyday lives. Employee services providers are making it convenient for employees to keep in shape by offering fitness programs and facilities. ESM Association's Member Profiles show 31 percent of member companies have fitness facilities and 38 percent offer fitness programs. Turn to page 10 and discover more fitness trends that justify the value of these programs.

According to a membership survey by the International Foundation of Employee Benefit Plans (IFEBP), Brookfield, WI, over two-thirds of employers take responsibility for helping employees with educational expenses. Consequently, 86 percent offer Educational Reimbursement Programs (ERPs) to their employees, with 67 percent reporting that employees would be upset if this benefit were eliminated. Turn to page 7 to learn about other educational benefits and employee services offered by the members of IFEBP. Then, compare the results to your offerings.

Are you finding it difficult to keep up with your employees' ever-changing lifestyle needs? Try generating excitement about participating in your programs with innovative services that fit your corporate culture. For example, you may notice that many of your employees view their pets as family members, and often miss work to tend to their pets' needs. In this case, you may want to consider implementing pet insurance or pet care referral services as part of your voluntary benefits package (see page 27). Or, maybe your employees are burned out on the structure of your annual safety program. Some companies are hiring martial arts experts to teach employees safety, control, balance, and focus in the workplace. Turn to page 36 to discover simple martial arts safety techniques you can share with your employees right now.

Implementing new programs while maintaining existing services can be overwhelming, especially when they require additional resources. For this reason, many employee services providers are turning to outsourcing firms to help them manage certain programs. The extra help allows managers to concentrate on their department's core competencies while still producing a large quantity of services. Turn to page 14 to learn how to choose the right outsourcing firm to grow your program.

Attempting to meet your employees' lifestyle needs is a never-ending task. Constant communication will keep you abreast of their thoughts. "Getting the Word Out," on page 22, offers several techniques for reaching your employee base. Remember, they are more likely to take part in your programs when they know their opinions count.

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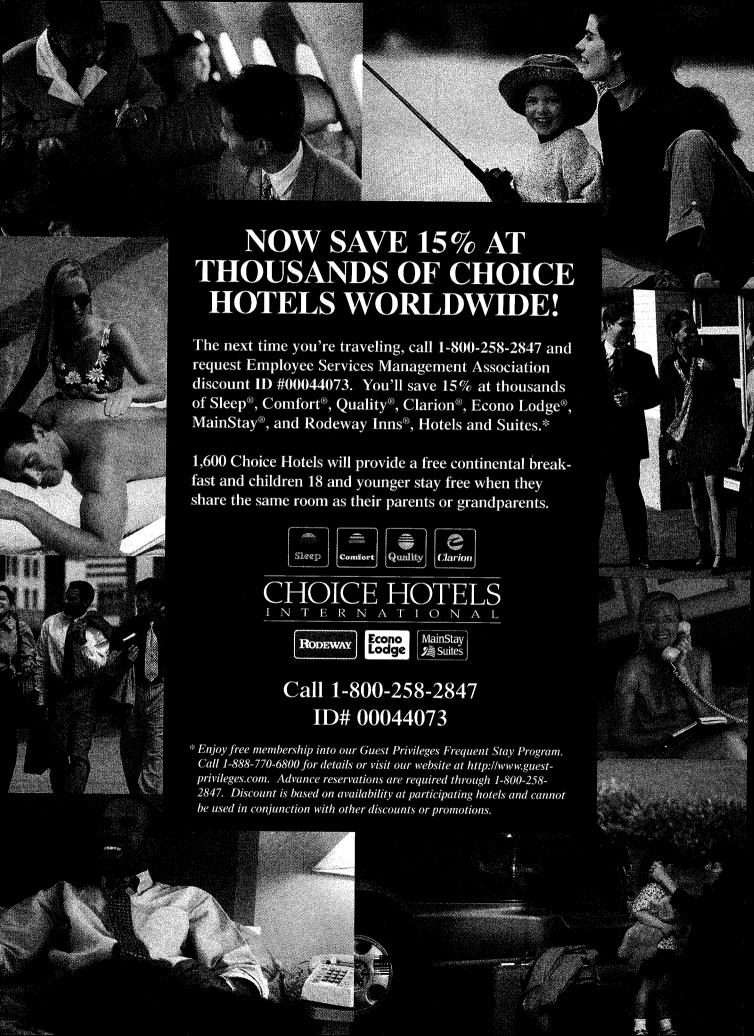
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"It's hard to beat a person who never gives up."

-BABE RUTH (1895-1948)

Hit the ground running

Many employee services providers would like to implement work/life programs, but are not sure where to begin. Here are the basic steps for pioneering work/life programs at you company.

- 1) Track absenteeism for six months. Calculate the cost of absent employees. Take note of who is missing work and why. Is child-care or eldercare the cause? Use focus groups to identify the main reasons. You will begin to understand which work/life benefits would be most useful to your employees and the financial reasons to justify new programs to management.
- 2) Analyze your demographics. By determining the personal needs and interests of your employees, you can offer focused benefits that pertain to their lifestyles.
- 3) **Review your current policies**. Chances are your company already offers benefits that fall under the work/life banner.

Determine which programs are being used and which ones have fallen out of favor. Reorganize these benefits to reflect the needs of your workforce.

- 4) Advertise the programs. Make sure that every employee is aware of their work/life options. Participate in programs to develop a first-hand knowledge of their structure and impact. Talk to your employees about how serious you are about meeting their needs.
- 5) **Continuously evaluate**. Keep tracking your company's absenteeism numbers to determine if your programs are alleviating your employees' work/life issues. Use the costs saved as evidence for management to continue work/life programming.

-- POSITIVE LEADERSHIP, MAY 2000

Get 'em Over the Hump

Employees' workloads are increasing as employers try to do more with less. To entice employees through workload crunches, managers must communicate with employees and provide support. Here are some tips for retaining overworked employees:

- Acknowledge the situation. Employees will notice the extra work and resent you if you ignore it, so recognize their effort.
- Explain the reasons for the increased workload. Most people are willing to step up production if the increase is justified.
- Provide help. If there are resources available to make the job easier, offer them to the employees. The staff will appreciate your interest in helping them complete projects.
- Cut the fat. If the increased workload is a high priority, dropping or postponing low-priority projects will lessen the demands on the staff. This, in turn, will ensure the important work is completed on time, and your employees will be less stressed.

—EMPLOYEE RECRUITMENT AND RETENTION, ISSUE ER003

Seeking stability

In a recent nationwide survey by RHI Management Resources, Menlo Park, CA, 44 percent of Chief Financial Officers (CFOs) said that, other than salary and traditional benefits, the stability and reputation of a company is their primary consideration in accepting an employment offer. Work/life programs ranked second at 22 percent, followed by stock options at 18 percent.

"Established companies with sustainable growth and a solid reputation are often viewed as providing the best job security," says Cecil Gregg, executive director of RHI. "While the opportunity and challenge of working for high-tech start-ups appeals to many executives, the potential for long-term career satisfaction and work/life balance with a reputable firm is an attractive incentive to professionals."

-RHI MANAGEMENT RESOURCES, MAY 22, 2000

Cic vou (now/2

A nap a day...

If getting a good night's rest is not an option, napping could be the next best solution for a tired soul. Past research shows that lack of sleep upsets the body's metabolism, harms hormone production and inhibits the ability to process carbohydrates. Current research has concluded fewer hours of sleep plus a nap provides the same level of alertness as eight hours of sleep. In fact, a nap can achieve maximum benefit in only 20-30 minutes. Anything longer or too close to bedtime, however, could worsen sleep deprivation.

-FIRST DRAFT, MAY 2000

Name game

To help new employees remember colleagues' names, try this association game. Upon introduction, have veteran employees give a new hire an object that represents who they are, such as a teddy bear or a book. This will help the new hire associate each name with an object, making the orientation process a breeze.

—THE WORKING COMMUNICATOR, JUNE 2000

Sick as your dog

According to a survey by PetSmart Inc., Phoenix, AZ, 31 percent of employees take time off from work to care for a sick pet.

—HOPE HEALTH LETTER, APRIL 2000

Lost productivity

Here are some statistics on employee productivity from the Productivity Institute, Shelton, CT:

- The average employee spends less than two minutes per day in meaningful communication with a spouse or significant other.
- Employees spend less than 30 seconds per day in meaningful conversation with their children.
- The average employee is interrupted once every eight minutes, which averages to seven times an hour or 50-60 times per day. The average interruption takes five minutes; this totals half of an eight-hour work day.
- Only 20 percent of the work day is spent on crucial or important tasks. The remaining 80 percent is spent on tasks of little or no value.

-FIRST DRAFT, JULY 2000

We hardly knew you

Sixty-two percent of recent college graduates expect to leave their first job within three years, according to a survey conducted by the National Association of Colleges and Employers (NACE), Bethlehem, PA. "The idea of spending a career with one organization has fallen by the wayside," says NACE Executive Director Marilyn Mackes. "New grads are very aware that they probably will have multiple employers over the life of their careers."

—NATIONAL ASSOCIATION OF COLLEGES AND EMPLOYERS, JUNE 8, 2000

Personality crisis

More employers are removing personality tests from the job interview process for fear of lawsuits from applicants claiming that the tests discriminate against minorities. Instead, the employers invite job candidates to meet the company's current employees and observe their chemistry. It may prove safer to test for specific job placement after hiring an employee.

—THE KIPLINGER LETTER, MARCH 24, 2000

Fun does not come free

According to Labor Department statistics, in 1997, the average American family spent the same amount of money (\$1,841) on entertainment (books, TV, movies, theaters, and toys) as it did on healthcare. An Entertainment Marketing Letter survey shows that between 1998 and 1999, the cost of a night out for a family of four rose almost 13 percent. Although the general public seems willing to keep pace with rising prices, they still look for a good buy. Soundata, Vienna, Austria, reports when offered a choice of retail outlets, 35 percent of music consumers choose an outlet for its low prices, compared to 15 percent for its location and 14 percent for its products.

—RESEARCH ALERT, DECEMBER 17, 1999

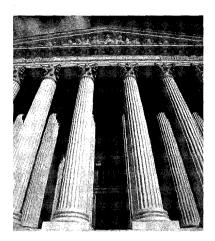
esm

By Larry V. Aarhus, Jr.

Educational assistance retains employees

Survey reveals the popularity of educational benefit programs

early nine out of 10 corporate employers offer their employees an educational benefit program, according to the survey The Many Faces of Educational Benefits: Characteristics of and Opinions About Educational Benefit Programs, conducted by the International Foundation of Employee Benefit Plans (IFEBP), Brookfield, WI.



A value-added benefit

Over two-thirds of those offering educational benefit programs believe employers are responsible for helping employees with educational expenses. While one would expect these programs could serve as good recruiting tools, most employers (88 percent) emphasize their use as retention tools.

The survey of 325 randomly-selected corporate IFEBP members brought to light many favorable aspects of educational benefit programs. Of the 114 organizations responding to the survey, 89 percent offer at least one educational benefit program, and few believe the financial resources involved would be better spent on any other type of benefit. Despite a less than

10 percent utilization rate, 67 percent of employers say employees would be upset if the benefit were eliminated.

ERPs vs. EAPs

Among the 101 employers with educational benefit programs, Educational Reimbursement Programs (ERPs) are the most frequently offered educational benefit at 86 percent (See Figure 1). Just over one quarter of employers with educational benefit programs provide Section 127 Educational Assistance Programs (EAPs). IRC Section 127 allows employers to establish separate written educational assistance programs for the exclusive benefit of their employees. Unfortunately, this code section has ex-

pired and been reinstated numerous times over the last 21 years. Because of the on again, off again nature of Section 127, EAPs are often less appealing than ERPs.

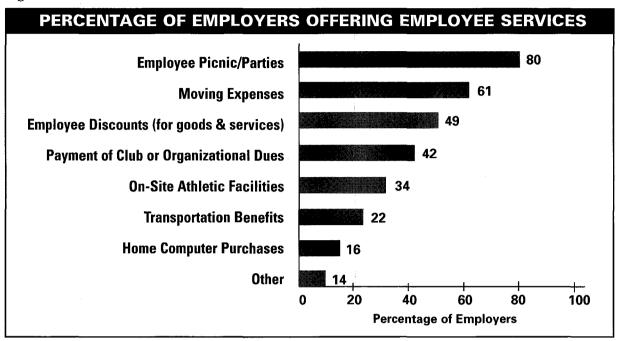
All of the employers offering ERPs allow full-time salaried employees to participate, while 92 percent also extend ERPs to their full-time hourly employees. Parttime employees' educational expenses are covered less frequently. Many companies place restrictions on ERP benefits, including reimbursement contingent on attained grades, only jobrelated courses covered, annual dollar limits and length-of-service requirements for benefit eligibility. Over 90 percent cover undergraduate courses, 79 percent graduate courses and 56 percent vocational or technical courses. Almost all employers offering ERPs cover the cost of tuition, and 63 percent cover book expenses. Fifty-nine percent let department heads decide whether employees can alter work schedules to attend classes; only 12 percent allow it and 30 percent do not.

Less common than ERPs or EAPs, only eight percent of employers with educational benefit programs offer scholarships to their employees, spouses and dependent children.

Employers With	mployers With ERPs, EAPs & Scholarship Programs					
Programs	NUMBER OF EMPLOYERS	PERCENTAGE				
ERPs	87	86				
EAPs	26	26				
Scholarship Programs	8	8				

Figure 1

Figure 2



Larger companies offer this type of program more frequently. Corporate scholarships ease the financial burden of ever-growing tuition costs, thus helping increase company morale and loyalty.

Innovative educational benefits

Employers were asked about other innovative educational benefits they provide to their workers. Consider using these program ideas to grow your educational benefit program:

- 1. Web-based training programs that enable employees to take courses at their own pace.
- **2.** Educational assistance programs with referral services to assist employees in choosing colleges and universities.
- **3.** Encouraging employees to take 60 hours of training each year by offering incentives that fit the company's corporate culture.
- **4.** Employee-provided training programs that reduce the employer's cost of training and help keep work processes consistent.

5. Monetary awards up to \$2,000 for employees completing baccalaureate, master and doctoral degree programs.

Additional employee services

Employers were asked what other employee services they extend to employees (See Figure 2). Of the employers offering educational benefit programs, 80 percent also offer picnics or parties for employees, and 61 percent cover employees' moving expenses. Other employee services cited include employee discounts for goods and services (49 percent), payment of club or organizational dues (42 percent), on-site athletic facilities (34 percent), transportation benefits (22 percent) and home computer purchases (16 percent). Less frequently reported employee services include an annual wellness benefit, adoption assistance, dry cleaning, fitness club reimbursement, aerobics, yoga classes, and subsidized cafeterias. Most employers (88 percent) provided more than one employee service, with 48 percent having two or three active programs.

Summary

Most employers offer some type of educational benefit program, and opinions of these programs are generally favorable. Despite low utilization rates, compared to other employee services, employers believe the availability and promotion of educational benefit programs over time aids employee retention. The fact that employers care enough to assist in future educational endeavors, whether employees take advantage of the services or not, encourages them to remain with the company.

Reprinted with permission from the book, The Many Faces of Educational Benefits: Characteristics of and Opinions About Educational Benefit Programs by Larry V. Aarhus, Jr., research associate for the International Foundation of Employee Benefits Plans (IFEBP), Brookfield, WI. He can be reached at (262) 786-6710.

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The 10 Components

Employee Stores Community Services Convenience Services Dependent Care Recreation Programs Recognition Programs Special Events Travel Services Voluntary Benefits Wellness

By Mike May & Renee M. Mula

The fitness craze

The fitness market continues to grow as Americans try to stay in shape

he Fitness Revolution marks a significant : change in the American mindset regarding the role of exercise in a healthier lifestyle. According to Hartsdale, NY-based American Sport Data, Inc.'s Superstudy of sports participation, 21 percent of the U.S. population over age six regularly participate in some form of physical fitness activity. This clearly indicates that exercise, in a wide variety of forms, has an important place in our everyday lives.

Trends throughout history

The Fitness Revolution began with the running craze of the 1970s. In the early 1980s, a second fitness phase saw the adoption

of more strenuous activities, such as high-impact aerobics and fitness bicycling. Later that decade, a third phase of less strenuous activities, such as fitness walking and pation by the less athletic segment of the population.

This decade, there has been a strong trend toward equipmentbased exercise, especially the use of treadmills and free weights. More consumers are buying exercise equipment for the home and competition among manufacturers has resulted in significant decreases in retail prices of quality, entrylevel equipment. Current trends from The 2000 SGMA State of the Industry Report, sponsored by The Sporting Goods Manufacturers Association, North Palm Beach, FL, found that one-third of American households own and regularly use exercise equipment. Baby boomers and even older consumers who seek a more vital lifestyle, are largely responlow-impact aerobics, saw partici- is sible for these trends. As a result,

Chart A

2000 SALES PROJECTIONS (based on dollars)				
Ab Machines—down 25 percent	Air Walkers—down 90 percent	Benches—up five percent		
Bikes—up seven percent	Free Weights—up six percent	Ellipticals—up four percent		
Gliders—down 40 percent	Home Gyms—up six percent	Skiers—down 30 percent		
Stair Machines—flat	Treadmills—up 9-10 percent			

sales of exercise equipment remain stronger than other sporting goods categories. SGMA estimates that manufacturers' shipments of exercise equipment rose six percent in 1999 to \$3.6 billion and will climb about 7-8 percent in 2000. See Chart A on page 10 for 2000 sales projections.

Health club members

There are many reasons to believe the fitness movement will continue to expand rather than contract. Baby boomers, who pioneered the fitness movement, understand the necessity of exercise in remaining youthful and vital. Individuals age 35 and older now represent 52 percent of all health club members, compared to 40 percent in 1990.

The Surgeon General has made increasing activity the number one goal of the government's new Healthy People 2010 campaign. There is genuine alarm over the problems of obesity and inactivity among the nation's younger population. As the health care community increasingly sees exercise as preventive medicine, patients will be encouraged to start moving more.

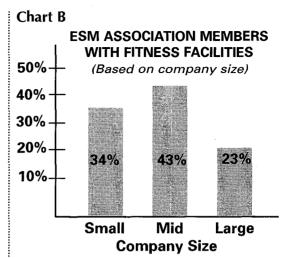
SGMA members report that sales of exercise equipment to health clubs and fitness facilities in apartments, hotels, colleges, and senior citizen residences remain strong, as do institutional sales to overseas markets. Overall U.S. health club membership numbers continue to grow, with most recent figures reaching 29.5 million, up from 20.7 million in 1990. Dedicated health club members also represent a prime market for home equipment sales.

ESM Association trends

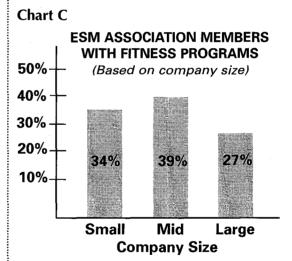
The most recent figures calculated from ESM Association's 2000 Member Profiles, an annual survey of 604 association members, reveal that employees enjoy keeping fit through work-sponsored programs. The study shows 31 percent of ESM Association member companies have fitness facilities and 38 percent offer fitness programs. Contrary to popular belief, employee services providers need not work at large companies to offer fitness programs or facilities. In fact, 43 percent of the companies that have fitness facilities are mid-sized companies with 1,001-5,000 employees, compared to the 34 percent that are small companies (1,000 employees or less), and only 23 percent, large companies with 5,001 or more employees (See Chart B). The same holds true for companies with fitness programs. Thirty-nine percent are midsized, 34 percent are small and only 27 percent are large companies (See Chart C).

In the long term

Although many people claim to be too busy to work out, studies show that almost everyone understands



COMPANY SIZE KEY
Small—1,000 or less employees
Mid-sized—1,001-5,000 employees
Large—5,001 and up



the health-giving benefits of exercise, such as forestalling disease and improving quality of life. Trends show that healthy living through exercise will continue to be an important lifestyle decision for years to come.

Mike May is director of communications for The Sporting Goods Manufacturers Association (SGMA), North Palm Beach, FL. SGMA, owner of The Super Show, is the trade association of North American manufacturers, producers, and distributors of sports apparel, athletic footwear, fitness, and sporting goods equipment. For more information, contact May at (561) 840-1165 or mmsgma@aol.com.

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By Megan McWilliams

Videoconferencing 101

How to make your next meeting a success

n today's fast-paced, high-tech society, face-to-face meetings are increasingly being replaced by videoconferences. No longer only the privilege of large corporations, videoconferencing technology has become more accessible and affordable for mainstream corporate America. To best utilize the technology and avoid a videoconferencing faux pas, Peter Giuliano, chairman, and Frank Carillo, president, Executive Communications Group, an Englewood, NJ-based public speaking and communications consulting firm, offer the following suggestions on how to conduct a winning videoconference:

- 1. Organize your thoughts. Send agendas, reports and charts to all participants before the conference. Keep your message simple with no more than three key points.
- 2. Prepare for technical difficulties. Schedule a support specialist to test the equipment before the conference and to be present during the conference in case of a technical emergency. Arrive at the conference ahead of time to experiment with your presentation equipment.
- **3. Dress the part.** Light, solid-colored clothing look best on camera. Avoid patterns which are distracting, black and white clothing which fades into the background, and red which tends to bleed on camera.

- **4. Be cordial and professional.** Have participants introduce themselves at the beginning of the conference.
- 5. Put your best face forward. Conduct yourself as if you were participating in an on-site group meeting. Maintain eye contact by looking straight into the camera lens, speak slowly and deliberately.
- 6. Watch your behavior. Lean slightly forward in your chair. You can move while you speak, but do not be overly animated. Remember this is a visual medium—look confident by smiling and gesturing with your hands.
- **7. Be cognizant of your quirks.** Avoid fiddling with your glasses or tapping your pen on the table. Such actions are magnified on the video screen.



- **8. Don't be vain.** Avoid appearing mesmerized by your own image on the monitor.
- **9.** Pay attention. Sit still while someone else is speaking; avoid side conversations and do not get up and walk around the room during a presentation.

You're the star

Whether you are participating in videoconferences to make presentations to prospective clients or to touch base with coworkers around the world, it is important that you appear professional. Being prepared and aware of your actions and body language will put you in control of your meeting and make a positive impression.

Megan McWilliams is public relations specialist for Executive Communications Group, Englewood, NJ, which has been instrumental in building world-class communicators through public seminars, individual consulting and corporate programs. For more information, contact McWilliams at (201) 445-7606 or megan@rosica.com.

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Branching By Randy Schools, CESM

Choosing the right outsourcing firm to grow your program

f you are considering outsourcing some of your employee programs, you are not alone. Many employee services departments and employee associations are realizing that outsourcing is a successful technique for growing an employee services program without having to hire more employees. The expertise of an outsourcing firm is applied to specialized tasks, allowing the organization to better focus on its core competencies—the projects for which it has qualified staff and in-house resources. Some corporations outsource entire programs such as their fitness center or employee store, while others outsource one component such as dry cleaning, video rentals, floral, picture framing, or work/life resource and referral services.

Outsourcing benefits

When considering outsourcing, think about the capabilities of your staff, Board of Directors and volunteers. Communicate outsourcing ideas to your staff members, explaining which of their responsibilities a hired firm could take over. If presented in a positive manner, staff members are likely to be enthusiastic about handing over some of their daily tasks in an effort to concentrate on responsibilities within their areas of expertise. To sell your outsourcing idea to your staff and upper management, positively explain that outsourcing:

- Allows the staff to focus on core competencies and sometimes relieves them of tedious tasks
- Frees up staff for more meaningful, value-added work
- Improves efficiency
- Can save money
- Trades day-to-day control over projects for a business arrangement that shares risks with an outsourcing firm
- Can be invisible to your employees or members, who will likely continue business with your current staff
- Saves office space and rental of extra business equipment.

Which project should I outsource?

There are two main reasons for hiring an outsource firm. The first is to address a specific issue. You may be experiencing difficulty in staffing your fitness center. Or, you would like to implement a new eldercare program, but you do not have the expertise. A revenuegenerating program may be required to boost sales in your employee store, but you need the proper resources. All of these issues can be addressed by hiring an outsourcing company to take on a portion or all of the responsibilities involved in carrying out these programs. The second reason for hiring an outsource firm is when you are working toward a strategic business goal, such as expanding your programs nationally or globally. Outsourcing will allow you to oversee various programs from one location. Once you have a program that you would like to outsource, document the scope and purpose of your proposed project and present it to top management or your Board of Directors.

The perfect match

Finding the right outsourcing firm can be a daunting task. To narrow your search, consider consulting a database and directory company, such as Dun and Bradstreet or Gale Research. They will provide you with a list of well-known firms that can be viewed by industry, geographic location or service. International directories are also available. Leads can be derived from networking. Join the Chamber of Commerce in

your area to remain informed of your local suppliers' reputations in the community, and ask your ESM Association peers to identify their suppliers' strengths and weaknesses.

Choosing a candidate

Once you have identified several likely candidates, ask your top three choices to fill out a Request for Proposal. This procedure requires the outsourcing firm to provide you with a written and oral presentation, allowing you to determine if the relationship should move forward. You do not have to pay for this service. A well-written presentation will answer the following questions:

Does the company understand your situation? Are both parties approaching the contract with the same methodology?

What are the qualifications and past experiences of the outsourcing company?

What is the fee structure? Is there a monthly retainer? Will you receive a share of the sales, either net or gross profit?

Reaching agreements

The financial relationship is a sensitive one that requires confidence in one another and openness in your discussions. The key is to aim for a win-win situation. Try to factor communication tasks into your contract. Include specific time frames for feedback, updates and periodic reviews. Establish clear measurement criteria and set standards for performance by defining goals, deadlines and realistic budgets.



Branching Out

Your match should be a positive one for you, your staff, the organization and your employee base. Remember, your goal is a more efficient employee services program. Make sure the contractor you choose understands your organization's culture and values. If possible, have the outsource staff and your employee services staff sit in on planning meetings. If they begin interacting from the beginning, they are more likely to work as a team throughout the project. While they interact, take note of the work climate. Are they communicating successfully? Do their personalities mesh? If your staff is having problems adjusting, ask them to identify problems immediately. Listen to the employees who use the service as well. Are they satisfied with the service provided by the outsourcing company? If they are, you may consider adding incentives into your contract to ensure growth.

In it together

Employee services programs are formed as win-win situations for the company and the employees. Outsourcing allows your organization to grow in new dimensions. Remember, to find the winning match, you must do your homework. If you map out a method for hiring your outsourcing firm ahead of time, you will enjoy the success of your new program that much sooner. Good luck!

Randy Schools, CESM, is president/CEO of the Recreation and Welfare Association for The National Institutes of Health, Bethesda, MD. He can be reached at (301) 496-6061 or school-sr@ors.od.nih.gov.

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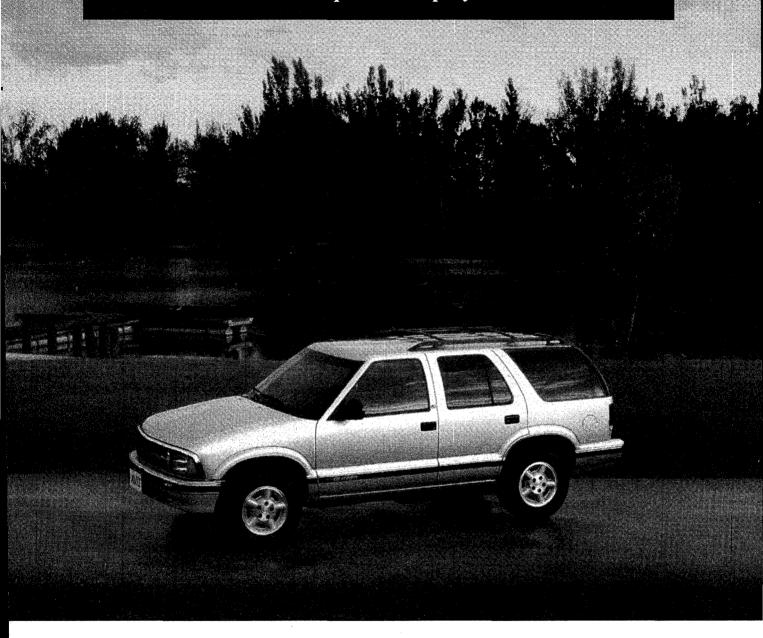


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Baycond Satisfaction

Five keys to true customer loyalty for National Associate Members

By Laura Michaud

They may be, but customer satisfaction does not always lead to customer loyalty. Forty percent of those customers who are completely satisfied with your product or service may leave to do business with your competition. This number may not seem like a lot, as over half of your satisfied customers will remain with you. Yet, attracting new customers can cost nearly double what it takes to attract repeat business.

The solution is simple—to retain all your customers and increase sales requires going beyond mere customer satisfaction to developing a rapport. Then, you can achieve true customer loyalty.

Technology may improve efficiency, but rarely will it help you increase customer loyalty. The more high-tech the business world becomes, the more challenging it is to build customer rapport. Despite their conveniences, today's technological marvels take attention away from our customers, eliminating the human touch needed to

build long-term relationships. Step out of the box and test these five rapport-building tips to go beyond customer satisfaction.

1. Establish common ground

Customers appreciate a human connection beyond business ties. Therefore, establish common ground with each customer at the beginning of your relationship. If customers come to your office, ensure your space reflects your personality. Items of personal interest such

as family and travel photos, diplomas, etc., should hold prominence in your office. Customers will usually comment on at least one piece that somehow relates to their own life, providing you with valuable connectivity.

While it is often more challenging than building face-to-face alliances, developing that same connection with your phone clients is certainly possible and equally important. Start by finding out where your caller is from, talk about the weather or current events. Newspapers and the Internet can help keep you abreast of this information. Also, listen for clues from the other person. Do you hear employees asking questions, a cash register or a radio in the background to indicate a work environment? If so, comment positively to make the connection.

2. Listen and show concern

Remember, everyone likes to talk about themselves. The more you talk about yourself or your business, the more you may turn your customers away. Most people do not take interest in the lives of strangers. Stand out by building that relationship. Let your customers know that you care about their situations. Ask open-ended questions, prompting more than a yes or no response. Interject with "I see," "I understand" and "Oh, really." When it comes to listening, always remember, "They do not care how much you know until they know how much you care." Live by those words to create customer loyalty.

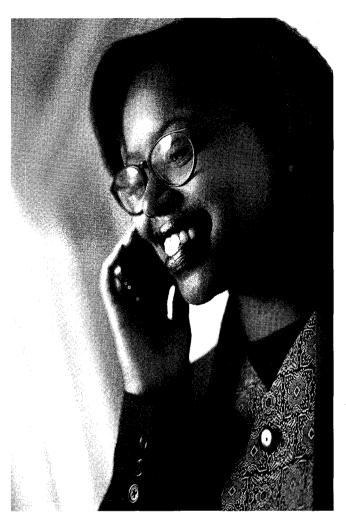
3. Use humor

One of the quickest ways to form a connection is through humor. A good, clean joke or funny story can ease tension and break down mental barriers, showing your softer, more human side. Getting people to laugh with you helps form an instant bond. When you and your customers can laugh together, the groundwork is laid for a future relationship, telling customers, "We are in this together."

Even if you are not a natural comic, you can still use humor to strengthen your customer relationships. Write down jokes or funny stories as you hear them to use later. You need not generate a guffaw, but adding humor within your comfort zone does establish a connection.

4. Keep a positive attitude

People naturally want to be around, and do business with, those who are positive and upbeat. Unfortunately, in today's world, seeds of negativity are all



around us, from traffic jams to 50-hour work weeks. How we choose to look at those situations, however, impacts not only our own mood, but also that of our customers.

When you look at a situation in a positive light, everything around you becomes positive as well. As your mindset shifts from negative to positive, your body feels more alert, alive and stress-free. Even more importantly, your positive attitude rubs off on others, creating a more harmonious environment. Everyone has bad days, but there is no need to share them. Rather than complain about your daily woes, keep a lilt in your voice, offer a kind word and act as if everything is great. Others will notice and look forward to speaking with you.

5. Treat customers like family

Your customers want to know that you have their best interests at heart. They want to sense a team attitude. Express genuine enthusiasm and excitement when talking with them. Put emotion in your voice and give

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Beyond Satisfaction

them your undivided attention. Keep notes on regular customers, recording birthdays (theirs as well as their spouse's or child's), anniversaries, recent vacations, illnesses and other personal information they may have shared in passing. Before interacting with your customer, review your notes and begin your conversation as if you were talking to a dear friend or family member. Inquire about their recent trip, children or an illness. Your customers will feel your concern for them, and you may quickly surpass their expectations for individualized service.

Keep them coming back

Since, on average, only 60 percent of your satisfied customers will do business with you again, you need to continually improve your customer relation skills and build a rapport with every customer. Give them a reason to come back and refer you to others while, at the same time, you are enticing new prospects to do business with you.

When you go beyond customer satisfaction and create true customer loyalty, you develop long-term relationships, which lead to increased profits. The end result is customers who love you and a business that grows and thrives.

Laura Michaud, MBA, is president of The Michaud Group, an Elmhurst, IL-based firm dedicated to helping clients achieve higher efficiency and profitability. She also gives presentations and seminars on customer loyalty, employee retention and personal growth. For more information, contact Michaud at (630) 927-5555 or michaudgpr@aol.com.

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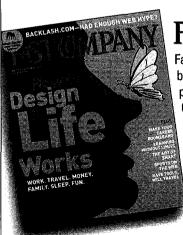
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Work/Life Solutions

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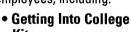
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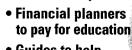
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Getting the Wood of Court By Cara Criscione

Ideas for promoting your programs and obtaining employee feedback

A dvertising and obtaining feedback for your employee services programs are the two most important steps in ensuring participation. Because we all respond differently and have our own preferred method of receiving information, use several approaches to get the word out. The following concepts will help you meet your employees' needs and foster loyal participation in your programs.

Broadcast messages

Provided most of your employees have e-mail, you can advertise your events by sending out a broadcast e-mail message. To create attention-grabbing e-mail messages, experiment with colorful type and snappy fonts. The most important information should be included in the body of the message. As attachments to the e-mail message, provide a flyer that includes more detailed information, and a registration form for them to print out to sign up for the event. Remember that your employees receive many e-mail messages daily; try to limit the messages sent from your department to weekly updates. If you keep your messages consistently informative, brief and fun, your employees will look forward to reading them.





In addition to e-mailing your flyers as an e-mail attachment, print them out on colorful paper and send them to your employees via interoffice mail. The flyers should be posted on bulletin boards in high traffic areas, as well as outside your ticket window.

Intranet site

Provide the information contained in the flyers on your intranet site in a different format and in greater detail. Try to anticipate employees' questions and concerns and address these here. To encourage employees to visit your site, include a link to the site in your e-mail message. With the website just a click away, they may be more inclined to visit the intranet site before calling or e-mailing your department with a question about the event. Also provide your direct line, a hotline number and your e-mail address. When your message comes across their screen, they should be able to get the information they need quickly and then return to work.

Photo gallery

Display tasteful photos of past events at your ticket window and other ticket sale locations. Not only do photos get people's attention, but they serve as advertisement for upcoming events. Employees love seeing photos of themselves and their families. If you choose to display photos, keep in mind that your employees may request copies. Be prepared to provide this service, or do it ahead of time, sending copies with a note to the employee about future events.

Informational tables

Recruit staff members to work informational tables in high traffic areas such as in front of the cafeteria. For example, our company offered a trip to Italy. To promote this, we set up a travel table complete with a video of the trip, Italian music, free samples of Italian food, hotel brochures, registration forms, and a raffle for free tickets. A representative from the tour company was also present during key times to answer specific tour questions. It was so popular that the trip sold out and there was a waiting list. If you can find a new twist to promote your programs, you will attract new customers. Sometimes, people need a reason to get excited about an event. When you make it convenient and fun for them to learn about the event, they will be more likely to sign up.

Feedback tables

The collection of feedback after an event is just as important as pre-event promotion. Just as you set up informational tables before the event, set up feedback tables a few days after. Making your staff visible is a great method for gathering useful feedback. It lets your customers know that you care what they think and take their opinions seriously. Oftentimes, it is easier for the employees to walk by and share their thoughts in person, rather than filling out a survey form. Encourage your employees to be honest by listening to them without becoming defensive or argumentative.

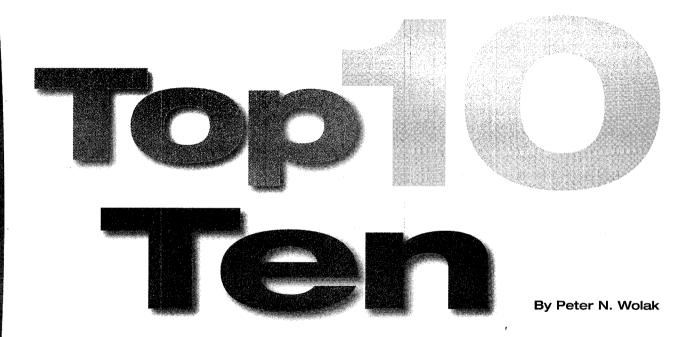
To publicize the location of your feedback tables, send out a broadcast e-mail message inviting employees to stop by the table and share their opinions about the event. Attach a survey form to the e-mail message and suggest that they fill it out if they cannot visit the tables.

Value added

The more you get out in front of your customers, the better received your programs will be. It is important that your employees feel you are accessible and willing to listen to their feedback. Providing many different venues for people to find out about your events allows for more participation. It also generates high levels of excitement and enthusiasm—great reasons to come to work each day.

Cara Criscione is manager of the 501 Association at New England Financial, Boston, MA. In April of 2000, she presented "E-Commerce as a Convenience Tool" at ESM Association's 59th Annual Conference and Exhibit in Denver, CO. Criscione can be reached at (617) 578-2656 or Ccriscione@nefn.com.

Member Sanefits



ESM Association services that members cannot live without

SM Association has been my major source of education, mentoring, problem-solving solutions, and permanent friendships. It made me what I am—successful, motivated, feeling good, and challenged by all that remains to be done."—Alma-Jean Marion, CEO, CA²J, Ltd., Seattle, WA

Employee services providers join ESM Association for various reasons, and take advantage of those member services that fill immediate needs. However, there are some services that our members cannot live without. In talking with members and obtaining feedback throughout the year, ESM Association Headquarters has named its top ten services. These services are widely used. They further careers, reenergize minds and ensure quality employee services. So, without further ado, from ESM Association's Headquarters' office in Oak Brook, IL, here is ESM Association's List of Top Ten Member Services:

ESM Association's E-mail Service

Whether you are stuck in a rut or do not know how to begin a project, ESM Association's E-mail Service allows you to ask your peers for advice. ESM Association will post your question on our listserve and compile your peers' responses. "ESM Association's e-mail forum has provided new and creative solutions to problems we have faced," says Shaelyn Neal, special events coordinator, Pappas Restaurants, Inc., Houston, TX. "Being able to access members from across the country has given us a fresh view on many topics." The E-mail Service provides immediate programming ideas, member contacts and access to special promotions from ESM Association's website sponsors.

Buyer's Guide

Turn to ESM Association's Buyer's Guide when you want to begin, improve or expand your employee services program, including your employee store. This list of ESM Association's National Associate Members provides supplier contacts for your outsourcing projects. The Buyer's Guide is a tool for purchasing products and services for your employee programs—many at special ESM Association prices. Visit www.esmassn.org for the most up-to-date Buyer's Guide listings.

O O Exhibit Hall

Attending ESM Association's Annual Conference and Exhibit includes one-stop shopping in the Exhibit Hall, which can best be described as the Buyer's Guide come to life. See and learn about captivating employee programs, innovative products and convenient services from over 150 exhibitors. Exhibitors share innovative program ideas and the latest solutions to work/life challenges.

Counsel & Advice

ESM Association's Member Services Department assists members with special requests. Contact ESM Association Headquarters to be paired with one of our knowledgeable staff members, who will use the full range of ESM Association's publications, resource files and industry connections to help answer your questions. "If the information is not immediately available through ESM Association, there are a number of resources they will provide—contact names, reference books, etc.—to help you," says Debbie Davis, office services manager, Bayer Inc., Toronto, ONT, Canada.

Research Assistance

Whether you need information to justify your pet care program, the most recent statistics for recruiting and retaining employees or sample newsletters and brochures, you can contact ESM Association's Member Services Department to obtain the facts, figures and samples necessary for your next meeting, presentation or report.

Membership Directory

ESM Association's Membership Directory puts peer networking at members' fingertips. Coming late summer, a new and improved Member's Only Section of www.esmassn.org will become the exclusive home for ESM Association's Membership Directory, along with the Buyer's Guide. Moving these services to the Internet will allow members to access regularly-updated networking information. You will be able to search for information about your peers and view the most current National Associate discounts.

Member Profiles

ESM Association's Organizational Members complete a member profile each time they renew their membership. Our compilation of member profiles serves as a benchmarking tool for employee services providers. The information compiled provides figures on the popularity of services, programs, on-site facilities and more. It also provides information about job titles and the basic responsibilities of ESM Association's membership base, giving you a solid foundation on which to build.

3 Employee Services Management (ESM) Magazine

ESM Magazine, the official publication of ESM Association, covers the latest issues, trends and details of popular programs in the employee services field. ESM Magazine is published ten times a year for managers who implement employee services and work/life programs in the workplace. Members look to the magazine for tips on selling their ideas to management, keeping up with technology and positioning their programs as recruitment and retention tools. A free subscription is included with your membership.

Educational Opportunities

Through the use of conferences, seminars and strategy exchanges on both the local and national levels, ESM Association reinforces the idea that better service comes through education and peer exchange. ESM Association's Annual Conference and Exhibit is devoted to the issues facing employee services and work/life providers. Attendees hear top speakers, participate in interactive workshops and learn about the latest products and services in the industry. According to Barbara Spurlock, ERA supervisor, York Health System, York, PA, "Through meeting vendors and peers at the Annual Conference each year, I have enhanced my professional capabilities and my leadership role within the chapter." Local chapters offer their members monthly presentations of similar educational value. ESM Association's Work/Life in Motion seminar is a powerful one-day seminar that provides valuable direction for your company's work/life program, including the materials needed to get started and techniques for selling the value of work/life initiatives to upper management.

′ ■ Relationships

According to our members, the number one benefit of joining ESM Association is the quality, long-lasting relationships they build with their peers. We are the only association that brings together employee services providers from around the world and provides them with a forum for education and networking. Our mem-

bers are appreciative of the opportunities ESM Association provides to accumulate professional contacts and foster friendships. It helps that our members are such an upbeat and personable bunch. Here is what they have to say about their peer relationships:

- Lori Stevens, team member services coordinator, St. Joseph's-Baptist Healthcare, Tampa, FL, says, "The networking is fantastic. Almost weekly, I contact or am contacted by a chapter member regarding my events and experiences. I respect and admire so many members, and feel confident that their input is accurate and honest."
- "Once I implement a program, I make it a point to pass it on to someone else in ESM Association," says Beverly Weiss, CESM, corporate administrator, Botsford Health Care Continuum, Farmington Hills, MI.
- "It's great to meet other people who are working on many of the same projects that you are. ESM Association makes it happen," says Carolyn Windle, employee programs administrator, Navy Federal Credit Union, Vienna, VA.

Becoming active

The key to benefiting from ESM Association's services is to become involved in the association. If you have not taken an active role in your ESM Association recently, now is the time to try out these member services and begin reaping the benefits. For more information about any of these member services, contact ESM Association's Member Services Department at (630) 368-1280 or esmahq@esmassn.org.



Peter N. Wolak is editorial assistant for ESM Magazine. He can be reached at (630) 368-1280 or peterwolak@esmassn.org.





By Michael P. Scott

Pet crazed

Are pet care services the next wave in work/life?

irst it was childcare. Then, with the aging of America, eldercare emerged. Now, according to experts in the field of work/life, the hottest new development is pet care services. Pet care? You may chuckle and think that this is taking work/life services to the extreme. Read on to learn what comprises pet care services so you can determine if they will fit your corporate culture.

Why pet care?

Pet care initiatives can run the gamut. They include referral services that assist employees in identifying everything from groomers, boarders and veterinarians to pet day camps, hotels and even resorts. Pet insurance is also included in the mix. In fact several ESM Association members, including the U.S. Department of Agriculture, Washington, DC, and The Boeing Company, Seattle, WA, have established this benefit as a part of their efforts to become pet friendly.

This is all well and good, but will it fly within your organization? What level of importance do pets really play in the lives of our employees? Before you form any solid conclusions as to whether pet services would serve as a valuable component of your employee services efforts, you may want to consider the following survey data from the U.S. Pet Ownership and Demographics Sourcebook (1997).

- Approximately 50 percent of U.S. households own a dog or cat.
- On average, most people own two pets.

- Eighty percent of pet owners consider their pets to be a member of their family and would go to great lengths to assure proper healthcare for them.
- The average pet-owning family visits a veterinarian at least two times per year.
- In Sweden, 20 percent of all pets have health insurance, and in the U.K., five percent.

"These trends clearly show why pet care services are emerging as an important work/life benefit within many companies," says Bob president of ESM Kurdziel, Employee Preferred, the exclusive voluntary benefit administrator for ESM Association members. The Marietta, VA-based company currently offers three health insurance plans for cats and dogs. These programs are designed to assist pet owners with the high cost of necessary medical treatment and surgical procedures.

"Pet issues, with the most significant of them being the rising cost of veterinary care, are among the biggest distractions employees face on the job," Kurdziel says. In

1998, The Wall Street Journal reported pet insurance as one of the top five benefits purchased by employees.

Issues to consider

In addition to pet care, employers are creating some unique employee services programs designed to heighten the awareness of the importance of pets in our lives. Ben and Jerry's Homemade Holdings, Inc., South Burlington, VT, organizes an annual "Dog Days of Summer" party where headquarters workers are allowed to bring their dogs to the office. At Netscape Communications, Mountain View, CA, every day is bring your dog to work day.

Here are a few more factors to consider before adding pet care to your voluntary benefits package:

1. Pet care is still in its infancy. While these types of services have been popular in Europe and other parts of the world for some time, they represent a relatively new development in the U.S. "When proposing a pet care service to your organization, expect the ini-

tial reaction to be one of laughter," says Roger Lancaster, CESM, president of ESM Association and executive director of USDA's Employee Services and Recreation Association, Washington, DC. "Because this service is different from traditional work/life programs, you must make an extra effort to explain the benefits to upper management and your workforce."

2. Information is key to supporting your case. Proposing pet care services as an employee services option for your organization requires some homework. Otherwise, senior management will likely view your idea as being out on a limb. The Humane Society of the U.S., Washington, DC, reports that dog owners can expect to pay at least \$1,000 a year, and cat own-

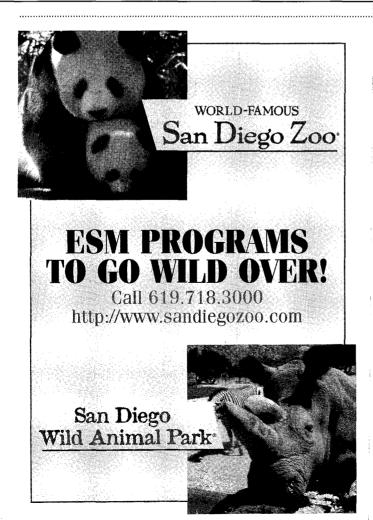
ers \$800 a year, for pet care. Statistics like these can go a long way toward making a plausible case for your initiatives.

3. Plan on vigorously marketing the program and educating employees. Once you have established pet care services as a part of your offerings, the key is to continually promote the program and educate employees about its benefits. Create fun events that increase awareness of the value of pets in our lives. Write articles for your employee newsletter that discuss how pet care services can relieve some of the stress associated with being a pet owner, thereby assuring a more productive workforce. Set up a section on your website for pet-related services. Offer discounted pet care items in your employee store.

Pioneering the trend

Because today's job hunters are seeking employers who care about their work/life issues, now is the time to look into innovative employee services like pet insurance. As employees continue to redefine the role of family in their lives to include pets, it is my belief that these services will become an essential part of progressive family-friendly companies in this new millennium.

Michael P. Scott is a regular columnist for ESM Magazine and the author of the book, Catch Your Balance and Run: Proven Life Management Strategies to Assist You in Today's Fast Paced World. He can be reached at power2u@ix.netcom.com.







Spring Board Meeting

The Board of Directors met during ESM Association's 59th Annual Conference and Exhibit, April 12-16, 2000 at The Adam's Mark, Denver, CO, to evaluate the processes of the association and determine plans for growing the association's membership base. They also discussed strategies for evaluating the organization's current and future endeavors.

Nominating Committee Chair **Bud Fishback**, **CESM**, reported three Director at Large, President-Elect and the Associate Representative positions open on the 2001 Board of Directors slate.

The Policy Committee, chaired by **Brenda Robbins**, **CESM**, recommended that Associate Member Representative **Craig Batten** send a letter to all Chapter Presidents and National Associate Members explaining the benefits and differences between National and Local Associate Memberships. The letter will answer the most frequently asked questions of Local Associates and Chapter Members.

In an effort to partner with other associations, the Strategic Planning Committee, chaired by **Jack Poll, CESM**, is investigating the speaker requirements of other association groups. This information will help pinpoint the association conferences where presentations could be given on the value of employee services, thus helping to get our message out. The committee also suggested that ESM Association request a company profile from each member to potentially solicit membership from the employees of existing member companies.

The Work/Life Committee, chaired by **Denise Staudt, CESM**, is collecting brief biographies on ESM Association companies and their work/life and employee services programs. The biographies will assist the Strategic Planning Committee in finding potential members and provide story ideas for *ESM Magazine*.

CONTINUED ON PAGE 30

Coendar

September 7-10, 2000— ESM Association's Western Region Conference & Exhibit, Westin Santa Clara, Santa Clara, CA.

October 10-12, 2010— The Motivation Show, McCormick Place, Chicago, IL. ESM Association hosts education sessions and exhibits.

October 26-29, 2000— Fall Board Meeting, Oak Brook, IL.

April 8-12, 2001— ESM Association's 60th Annual Conference & Exhibit, The Fairmont Hotel, New Orleans, LA.

Services moving online

ESM Association's Membership Directory and Buyer's Guide will soon be housed exclusively on the Members Only Section of www.esmassn.org. Moving these services to our website will put regularly updated networking information at members' fingertips. Look forward to the following features to become available in late summer:

Current member information. Changes to member contact information will be updated frequently, allowing members to have the most current information when they need it.

Improved search capabilities. Members will be able to search for their peers' information by company name, contact name, city, state or chapter.

Easy access from the home page. Members will be able to access the Membership Directory simply by visiting ESM Association's website and clicking on the but-

ton marked Members Only. Then, they will be asked to enter a member password that will consist of their first name, last name and member number. Look for your member number on the mailing label of recent mail pieces sent to you from ESM Association.

Updated Buyer's Guide information. Access to the Buyer's Guide is also available through the Members Only Section. Once members enter their name and password, they will be able to click on a Buyer's Guide button to access the most current National Associate discounts.

We look forward to providing you with these new services and we hope they will better assist you in your benchmarking and networking endeavors. For more information, contact Member Services at (630) 368-1280 or esmahq@esmassn.org.

Spring Board Meeting CONTINUED FROM PAGE 29

Chapter Relations Committee Chair Mary Daniels, CESM, reported that the Chapter Forum session, held during the conference, was well received. Each chapter leader received a portfolio of general information collected from the chapters. The portfolio included such items as brochures, biographies, meeting notices, invoices, and more. Later, a roundtable discussion was held. An evaluation of the session will help plan for next year's Chapter Forum and provide feedback to be used in updating the Chapter President's Manual.

The Membership Committee, chaired by **Cindy Jameson**, **CESM**, reported that they will send a letter to all Organizational Members asking each member to supply the names and addresses of Individual Membership candidates working at other company sites. Candidates for Individual Membership include employees who are responsible for any of ESM

Association's "Ten Components of a Well-Rounded Employee Services Program."

Mary Lou Panzano, CESM, Public Relations Committee chair, indicated that she will work with Cindy Helson, Headquarters' director of communications, to pilot a listserve question and response process to collect examples of how our members are using ESM Association to impact their bottom line. The committee will collect the information and share the results.

National Director **Quintin Cary, CESM**, reported that the Northeast Region is interested in holding a Work/Life in Motion pre-conference seminar in conjunction with the next Northeast Region Conference.

Dale Shafer, CESM, national director, reported that all but one of the chapters in the Western Region have changed their names to include ESM Association.

Member News

Our deepest sympathy to the family of ESM Association Past President **A. Murray Dick**, who died of cancer on June 17, 2000. He was retired from DeFasco, Hamilton, ONT, Canada. His term of office as President was 1969-1970.

Foundation promotes education

At the Closing Brunch of ESM Association's 59th Annual Conference and Exhibit, Paul Cormier, Clarica Life Insurance, Waterloo, ONT, Canada, won half of the amount collected during the 50/50 Raffle. Gloria Roque, RVESRA, Beverly Weiss, CESM, Mike Ryan and Charlie Pike enthusiastically sold tickets throughout the conference, Bidders bought vacation packages, autographed music and sports memorabilia and more during The ESM Association Foundation's Live Auction, with Chuck Bouchard as auctioneer. The Silent and Live Auctions raised \$3,179.

At The ESM Association Foundation meeting, Chairman Ralph Ferrara, CESM, reported plans for a new employee services monograph brochure to be published approximately every three months. The Foundation is producing the monographs to educate ESM Association members on employee services issues. The following topics are scheduled for future monograph pieces: convenience services, special events, educational programs and developing a website.

Tom Sawyer, ESM Association's textbook author, attended this year's conference to learn more about the association and its membership. Foundation trustees are reviewing portions of Sawyer's book as they are completed. They plan for the book to become available for purchase at ESM Association's 60th Annual Conference & Exhibit. The Foundation would also like Sawyer to hold a conference session outlining the book's concept. The textbook will be written as a resource for employee services professionals, human resources generalists, employee services volunteers, and college students in the fields of recreation and business management.

Since most of the companies listed as Fortune magazine's "100 Best Companies to Work for in America" provide employee services, the Foundation is working with the Work/Life Committee to create an invitation for membership letter to be mailed to these companies.

Who would you recommend?

You can help make next year's conference a success! Refer us to speakers you think would enhance ESM Association's conference. We are looking for motivational messages, workplace trends and innovative employee services program ideas. Call or e-mail Jean Wilson at ESM Association Headquarters, (630) 368-1280, jeanwilson@esmassn.org, and provide her with the names and phone numbers of the speakers you recommend.

Many of the exhibitors at this year's conference were new. We want to continue offering our members suppliers with innovative products and services. Tell us who you think should be in the Exhibit Hall. Contact Chuck Bashian at (800) 335-7500 or fax him at (440) 349-3447 with the potential exhibitor's name and phone number.

ESM Association's 60th Annual Conference and Exhibit will take place April 8-12, 2001 at The Fairmont Hotel,

Get your compare Choice by nominations of Orce Get your company recognized as an Employer of Choice by nominating your Chief Executive Officer (CEO) as ESM Association's Employer of the Year. ESM Association Headquarters is now accepting nominations for the 2001 Employer of the Year Award. Organizational Members may submit their CEO for nomination by December 1, 2000. We plan this far in advance so the winner may be notified and his/her schedule cleared for acceptance at the Member Appreciation Luncheon during ESM Association's 60th Annual Conference and Exhibit, April 8-12, 2001 at The Fairmont Hotel, New Orleans, LA. Send nominations to ESM Association Headquarters, attention Employer of the Year.

The criteria for judging entries are as follows:

- The person must be the CEO or equivalent of the member company.
- The CEO should have a general knowledge of the company's employee services program.
- The nominee must make statements regarding why and to what extent he or she supports the program.
- The CEO's justification of how employee services is important to the productivity and morale of the workforce will be considered.
- The CEO must have a reasonable chance of accepting the award in person, i.e., the nominee's schedule is clear, at the time the nomination is submitted, to accept the award at the conference.

ESM News Bites

Individual Membership

Individual Membership is a new membership category allowing additional individuals from a corporate member company site to join ESM Association for \$95 per year (50 percent off the Organizational Member rate). This category invites employees from existing member companies, whose responsibilities fall under ESM Association's "Ten Components of a Well-Rounded Employee Services Program," to benefit from all of ESM Association's services. To receive an informational brochure, contact Jamie Kelly, manager of member services, at (630) 368-1280 or iamiekelly@esmassn.org.

Member Profiles

ESM Association members received a Member Profile Form in their new member or renewal packets. Completing the Member Profile Form shows your commitment to professional development. This information is essential to enhancing the networking opportunities of ESM Association's member companies. It helps Headquarters' staff assist members with members' benchmarking and idea-sharing needs. The Headquarters' Membership Department requests that you take a moment to complete your form and fax it to ESM Association Headquarters at (630) 368-1286. To obtain a copy of the Member Profile Form, contact lamie Kelly, manager of member services, at (630) 368-1280 or jamiekelly@esmassn.org.

Chapter Name Change

In an effort to unify the local chapters of ESM Association, we have asked the chapters to change their names to include the association's new name, ESM Association. At this time, 32 chapters have changed their names. To receive a name change form for your chapter, contact Jamie Kelly, manager of member services, ESM Association Headquarters, (630) 368-1280 or jamiekelly@esmassn.org. Upon changing your chapter's name, Headquarters' staff will graphically design and provide you with a new chapter logo. See page 35 to view the chapters' new names.

Is your career worth five minutes?

Have YOU tapped into ESM Association's wealth of resources lately?

f you're an active member, you probably have. Maybe you called and requested statistics to justify your programs to management; or asked to be connected with a peer for networking purposes. ESM Association's Member Services Department can provide the answers to many of your questions because enough members completed and returned their Member Profiles.

Each year, the data compiled through this short survey provides ESM Association members with the most current information on job titles, technology, employee stores, work/life programs, on-site facilities, and more. It allows you to benchmark, network and share ideas with peers.

You received a Member Profile with your new member packet or member renewal packet. We ask that you take five minutes to complete your Member Profile and either fax or mail it to ESM Association. The strength of our association resides in its members.

To receive a Member Profile, contact Jamie Kelly at (630) 368-1280 or jamiekelly@esmassn.org.

ESM Association 2211 York Rd., Ste. 207 Oak Brook, IL 60523-2371 (630) 368-1280 FAX (630) 368-1286 esmahq@esmassn.org



ere's a listing of new National Associate Members. Keep these updates with your complete Buyer's Guide, published in the July 2000 issue of ESM Magazine, or view our updated Buyer's Guide at www.esmassn.org.

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Boosting Morale

CONTINUED FROM PAGE 36

- Build strength by focusing on your hands. When you reach for an object, especially up high, redirect your focus from your thumb and index finger, which is impulsive, to your ring and small finger. You increase your balance by focusing on these smaller fingers, allowing you to reach further, grasp more tightly and avoid falls and strains. Try this focusing exercise with your golf swing or when carrying a heavy object, and you will notice more power and strength.
- Shake on it. A firm handshake says a lot about a person, but it can sometimes throw you off balance and turn into somewhat of a power

struggle. When you are face to face with someone and ready to shake hands, make sure you are standing with one foot slightly forward. This keeps you balanced and focused, and provides more strength. Concentrate on your ring finger and small finger when you shake. This creates a firm handshake and balance.

Corporate culture

Safety should not be a process or a program; it should be part of your company's culture and a way of life. When you show your employees how to be safe at work and in their lives by using their own minds and bodies, you are giving them a gift that they will carry with them forever; and you are achieving extraordinary company goals as well. **esm**

Robert Pater is a martial arts expert and founder of Strategic Safety Associates, Portland, OR. He is also author of the book, Leading from Within. For more information, you may contact him at (503) 977-2094 or rpater@movesmart.com.

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San Gabriel Employee Activities Association

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ESM Association Southern Nevada Chapter (Formerly SNESRA)

Washington

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ESM Association Greater Seattle Chapter By Robert Pater

Martial arts based safety programs

An innovative technique for boosting job satisfaction and productivity

afety and well being at work are the responsibilities of every worker. Being safe goes beyond the basics, such as lifting properly and avoiding slips, trips and falls. Safety means increasing overall awareness, helping your employees focus on the task at hand, insuring maximum efficiency, and providing a work culture that keeps employees relaxed, comfortable and injury free. Only when pain, discomfort and stress are eliminated, can efficiency and productivity be maximized.

Safety solutions

How do you engage your employees in a program that meets everyone's needs? Some companies are utilizing innovative solutions such as hiring martial arts training experts to help. A martial arts safety program is based on those proven martial arts principles that are specifically implemented for safety, control, balance, awareness and focus. The key is to help employees become more aware of their surroundings and the task at hand, thereby aiding relaxation, comfort and efficiency, leading to reduced injuries and stress. Martial arts increases awareness and creates freedom from pain and discomfort, which improves decision-making and

productivity. A martial arts safety program can be highly successful in reducing lost-time injuries and the costs associated with bad safety records. Employees can also use these techniques in everyday life.

Prevention points

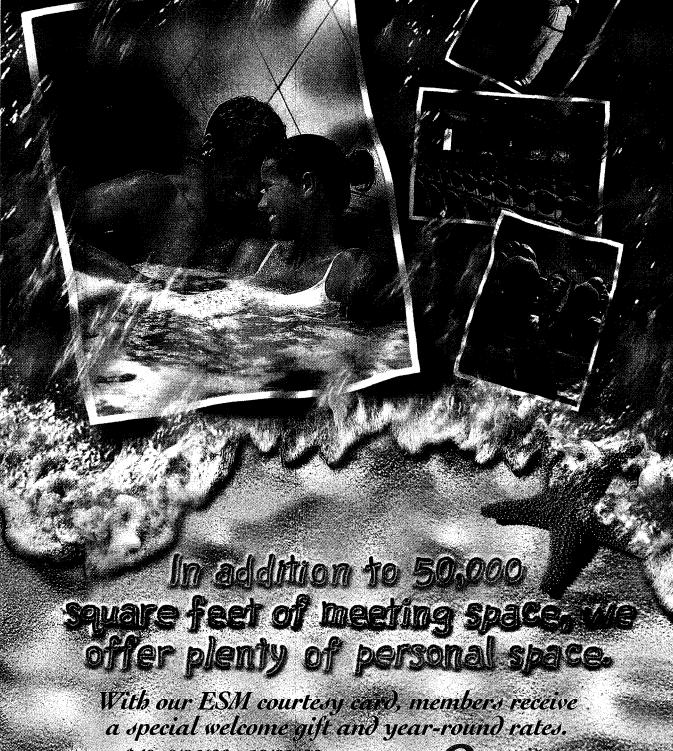
Most people consider repetitive motion injuries, such as carpal tunnel syndrome or lower back



pain, part of their job. As a result, they do nothing about it until it is too late. Therefore, prevention is key. Here are some basic preventative techniques, based on martial arts principles, that you can share with your staff:

- Sit with one foot slightly forward and one foot back. This will alleviate strain and fatigue and reduce stress on your lower back. Try this during your next presentation or when you must sit for a long time. You will notice a physical difference, which will keep you more focused. Alternate between your left and right foot periodically.
- When standing, bend (unlock) your knees. When you lock your knees, you tend to breathe shallowly. This affects oxygen intake as well as energy levels. To avoid this, bend your knees and tilt your pelvis slightly forward. This takes pressure off your back and keeps you in a balanced posture that creates proper breathing and therefore, less physical and mental strain.
- Relieve stress and strain in your neck. Your odds of getting a herniated disk are 30 percent higher if your job requires a lot of sitting. If you begin feeling strain while sitting at your desk or in a chair during a lengthy meeting, sit up straight, tilt your head back, roll your shoulders backwards and repeat. This exercise helps relieve the pressure and pain.

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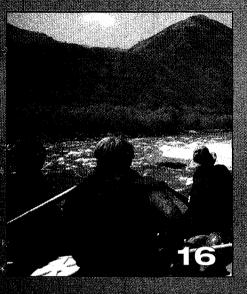




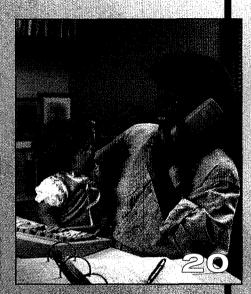
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Hooked up

Stay in the loop with ESM Association's new online services

SM Association is proud to announce the new Member Resources Section of www.esmassn.org. In an effort to make ESM Association's Member Services more accessible, we have transferred many of them to our website. Now, you can access your favorite ESM Association services anytime. The Member Resources Section makes it easy to find information, communicate with peers and learn more about the employee services field.

New Online Services

The Member Resources Section of the website is a members only section that includes enhanced versions of our most popular member services, plus new resources that you won't want to miss.

Membership Directory: This up-to-date list of ESM Association Organizational Members can be searched by company, contact name, state or chapter. Use it to network with peers via, phone, fax, e-mail or snail mail.

Buyer's Guide: This listing of National Associate Members provides Organizational Members with supplier contacts and product descriptions for outsourcing projects. Use the information to help you begin, improve or expand your employee services program, including your employee store.

Keynotes: The Keynotes department of *ESM Magazine* has moved to the Member Resources Section. Refer to it each month for tidbits, statistics and quotes on the latest workplace issues facing employee services providers. An archive of previous Keynotes articles is also available online.

ESM Foundation Monographs: Each article walks you through the basics of a particular employee services issue. Visit the site now to read Monograph #1, Obtaining Management Support for Employee Services.

Benchmarking: View the latest industry research and findings. Questions asked via ESM Association's E-mail Service, and their answers, are also posted in this area.

Regular Updates

The Member Resources Section will be updated regularly. Look for periodic e-mail messages from ESM Association that include links to the newest information on the site. You will receive monthly notification of new National Associate Members, Keynotes articles and more.

Do we have your e-mail address? Visit the online Membership Directory to view your member record. If you have a record update, e-mail esmahq@esmassn.org or fax (630) 368-1286. We will update your record within the month.

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We can't wait for you to begin enjoying the convenience of our new online Member Services. Your last name and five-digit member number provide access into the Member Resources Section. See the mailing label on the front cover of this issue for your member number. Log on and let ESM Association hook you up with the latest in employee services!

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Keynotes online

Click on the Keynotes button for the latest workplace trends. Keynotes provides employee services managers with short articles detailing work issues, quick tips, statistics and quotes. Use this information to get organized, learn new concepts and justify your programs to management. The new online format also allows you to view an archive of previous Keynotes articles.

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Click on the Buyer's Guide button to obtain a monthly listing of new National Associate Members, including their contact information and product descriptions. Then, view the entire online Buyer's Guide for a complete listing of products and services to meet your outsourcing needs.

Also in the Member Resources Section:

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Employee Stores

Community Service
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Wellness

Partnership for dollars

Pairing work/life and community service efforts to increase charitable donations

By Anne Serra

When Lauren's mother was diagnosed with Parkinson's Disease, Lauren turned to her company for help. Through Raytheon Missile Systems' National Resource and Referral Program, she found a local caregiver support group; and through her company's eldercare education program, she learned more about the disease and what she and her mother could expect. Most of the agencies Lauren turned to are nonprofit organizations dependent on donations to continue their work. As a result, when her company ran its annual charitable giving campaign, Lauren decided to donate to those agencies that assisted her. Her positive experience with Raytheon's Resource and Referral Program helped her realize the important role that nonprofit organizations play in the community, and how much her contributions could help them assist others.

Often, it takes a personal experience for employees to put the employee-community puzzle pieces together to see the big picture. When chairing a charitable campaign, realize that employees need help making this connection. Consider partnering the charitable giving committee with the work/life department to create a joint promofonal campaign. Since the work/life department often provides services through nonprofit associations, and the charitable giving committee provides financial support to nonprofit associations, use this partnership to better target the employees who already utilize and appreciate your company's work/life services.

Targeting employee groups

When it comes to donating to community services, employees tend to fall into one of two groups. The first group, Group A, is comprised of employees who have not participated in work/life programs. They are typically younger adults who would give to charities if made aware of them and asked to give. The second group of employ-

ees, Group B, have used or are currently using nonprofit agency services, but may have not made the connection between how the agency funds these services and their own ability to assist with much-needed funding. These two groups do not cover the entire spectrum of employees, but coupled with those who already give, they undoubtedly cover the lion's share.

Typically, Group A employees are not drawn to information about specific services, such as a brochure about your company's elder-

Pinpoint the top work/life issues within your corporation, then invite experts from nonprofit agencies to speak about these topics.

care assistance program. However, they are likely to be attracted to human interest stories about fellow employees who used your company's eldercare assistance program to deal with the aging of their parents. To target this group, consider including a true success story in your promotional materials. Start by asking your work/life manager for the names of employees who may be willing to share their experiences as part of a campaign effort. Keep in mind that confidentiality is of utmost concern and written consent is necessary. If the employee requires coaxing, do not publish the story. Your subject should gladly share the information. Awareness building should be a year-round activity. Stories should be used on flyers, in e-mail messages, during presentations and in articles in the company newsletter.

Agency fairs

One technique for building awareness is to hold an agency fair, where nonprofit agencies set up booths and tables at the work site, display informational materials and offer giveaways. The best locations for agency fairs are those areas where employees tend to congregate, such as cafeterias, break rooms or common areas unique to the work site. A vast array of services, giveaways and free food tend to attract the best crowd. It is not unusual for employees to make personal connections with at least one agency with which they come in contact. Whatever the cause, the agency fair allows employees to open up, listen to the information provided and obtain a better understanding of each organization's need for funds. The first gift to an agency can foster a lifetime of giving.

The work/life department should work directly with the campaign committee to select participant agencies and note the best agency contacts. Typically, work/life managers are already working closely with many of these contacts to secure services for clients. Group A employees are more likely to attend agency fairs because they are often willing to give once they are aware of, and can believe in, an agency's services.

Specialized fairs

Group B employees are more likely to attend specialized fairs, such as childcare or eldercare fairs, because they cater to specific work/life needs. These employees may already be using the agency's services, but they did not think to donate. To promote your company's childcare services, for example, consider holding a childcare fair. The charitable giving committee can invite the program's nonprofit agencies to hold exhibits informing employees that they can designate charitable payroll deductions to the agency of their choice. Printed materials might read, "Remember Our Organization During Your United Way Campaign!" This helps the employees make a mental connec tion between the issue of childcare and giving back.

More ideas

Group B employees may also enjoy attending educational seminars and workshops covering issues that pertain to their current situations. Pinpoint the top work/life issues within your corpo-

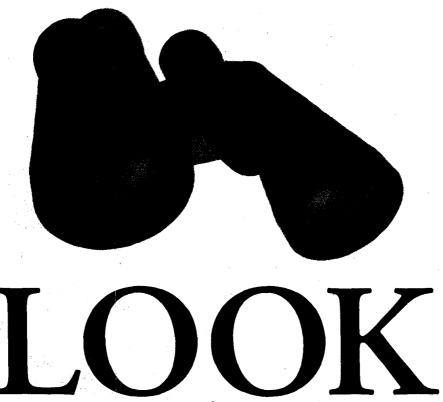
ration, then invite experts from nonprofit agencies to speak about these topics. Remind attendees that the speaker is from a nonprofit agency that is eligible for employee contributions.

Post information on the work/life department's website, including human interest stories and reminders about supporting nonprofit work. Or consider creating a charitable-giving website to remind employees of upcoming seminars and events that involve nonprofit agencies.

Building continuous awareness is an important component of successful charitable campaigns. A partnership between the charitable-giving committee and the work/life department can be a win for employees and the community. Consult your committee members often for ideas on increasing donations by partnering with existing organizations at your workplade.

Anne Serra is work/family strategies administrator for Raytheon Missile Systems, Lexington, MA. She can be reached at 1781 / 862-6600 or aeserra@notes.west.raytheon.com.





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By Clark A. Marcus

Out of focus

Poor vision causes Baby Boomers' productivity to drop; vision insurance can help

ave you ever wondered why you see a drop in productivity in employees 40 and over, despite their diligent work effort? A phenomenon known as presenteeism may be slowly eroding the effectiveness of your workforce. As employees continue to work with impairments and disabilities, productivity decreases. A simple addition to your benefit program may address presenteeism and bring productivity back up. There is increasing evidence that good visual health is connected to higher levels of productivity. Yet, vision plans are not always offered, even as a voluntary benefit.

Cause for concern

At the age of 40, presbyopia the need for corrective eyewear for reading small print and performing detailed work-sets in. Additionally, for half of the 140 million workers, eye strain is the number one office-related health complaint, and it can be directly linked to daily computer use, according to Donald Yee, senior vice president, Vision Service Plan, Rancho Cordova, CA. Eye strain can cause poor vision, migraine headaches and general sluggishness. Frequent breaks away from the computer screen are required, further decreasing the company's overall productivity. Combine presbyopia and eye strain with the deteriorating vision and eye diseases of older employees, such as cataracts and glaucoma, and the problem is further magnified. Baby boomers are often reluctant to admit the need for corrective eyewear. As they are usually more experienced employees, thus an employer's most valuable asset, the impact of their down time is even greater, especially if the employer is unaware of the situation. While the aging process cannot be stopped, its impact on the workplace can be measured and reduced.

The corporate obstacle

In the past 10 years, the national focus on better health and disease prevention, combined with our growing concerns about managed care, have led employees to restricted choices in healthcare. While employees are seeking preventative measures, including routine eye care, employers have been slow to react to the need, not recognizing the affects employees with poor vision can have on productivity. Thankfully, vision coverage for employees has increased from approximately 15 percent in 1993 to 30 percent in 1999. Benefit consultants Hewitt and Associates, Lincolnshire, IL, found that 43 percent of the more than 1,000 major U.S. Fortune 100 and Fortune 500 companies now offer a vision plan, up 32 percent from 1992.

Examining the eye exam

An annual eye exam is the first and most important step in measuring age-related productivity losses. It is estimated that between four and 19 percent of employee productivity is lost due to Com-



The **Bottom** Line

puter Vision Syndrome—the deterioration of eye sight as a result of extensive computer use. The World Health Organization, Geneva, Switzerland, and OSHA have recommended that people who use a computer more than three hours a day get at least one eye exam a year as an initial step toward preventing Computer Vision Syndrome. The exam will pinpoint signs of decreased vision and identify the need for corrective measures.

In addition to age-related conditions affecting the eyes, many other diseases, including retinal migraines, hypertension, high cholesterol and tumors, are identifiable through regular eye exams. Statistics show that one out of 20 employees in the U.S. has been as preventative medicine, the em-

diagnosed with diabetes. Type 2 diabetes is frequently first diagnosed in an eye exam.

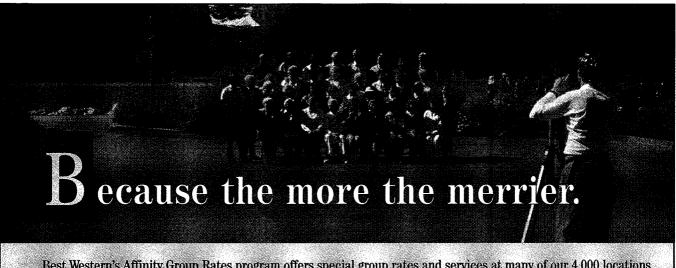
Human resource departments are now wrestling with the problem of more clearly defining the vision care needs of their workforce and identifying those plans that will best suit the needs of the employer and the employee. The plan selected should provide affordable medical, surgical and eyewear coverage, in addition to regular eye exams for every employee. It also should be simple to join and easy to administer.

Healthy and productive employees

By offering routine eye exams

ployer can improve the general health and productivity of the workforce. It is far better to diagnose diabetes and other diseases at their onset, rather than after the conditions have created serious medical consequences. Providing your workforce with an affordable vision plan is not a financial burden, but a wise investment. esm

Clark A. Marcus is president of Eye Care International, Inc., a leading noninsurance based discount vision plan headquartered in Tampa, FL. You may contact Marcus at (813) 289-5552 or beverly@eyecareintl.com.



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By Ray Katz

10 reasons NOT to build a website in-house

Save yourself the headaches; hire a design firm

ou may have considered creating a website that communicates your programs and services to your employees. You may even have the know-how to build and maintain the website on your own. But, to make it comprehensive, current and inviting requires several hours each day—time you probably do not have. Before dropping the website idea altogether, consider hiring an outsource web developer to create and maintain your site. Here are 10 reasons to seriously consider an outsource firm.

1. Objectivity

Objectivity is lost when it comes to our own projects. A qualified website design firm specializes in meeting your Internet/intranet objectives.

2. Focus

It is difficult to concentrate on website demands when juggling day-to-day responsibilities unrelated to the site. The management of your site is always top priority for an outside web-design specialist.

3. Technology

It is nearly impossible to keep up with ever-changing, ever-improving technology. Website specialists, who utilize website technology every hour of every day, are more likely to provide the knowledge and experience needed for cyber success.

4. Expertise

Designing a popular site goes beyond technology. Specialists know, from training and experience, the best methods for making ticket sales, presenting information, interacting with users and designing user-friendly navigation controls that keep employees coming back to your site.

5. Resources

It takes many talented, dedicated marketers, designers, technologists and writers a great deal of time to build your site and put it online, within budget and on schedule. Are the resources you need onsite and available?

6. Office politics

Sites designed by outside specialists can readily focus on your objectives and target audience without being derailed by competing departmental agendas.

7. Maintenance

Launching a site is only the beginning of a successful cybercampaign. Website maintenance requires hours of work and a skill set different than site development. Will your in-house resources take on these new responsibilities? Firms specializing in website design have dedicated staff to support their clients around the clock. Remember, when your website is not updated regularly with correct information, people notice.

8. Unforeseen glitches

Employee services providers, busy with several projects, tend to be reactive to website issues.



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Jaming Technology

Outside web developers are paid to be proactive on everything from minor technical issues to major shifts in user habits and requirements.

9. The wheel

Outside specialists invented the wheel and tweaked it to create a sleek and efficient product. Why start from scratch?

10. Horror stories

Competitors' horror stories about inhouse design should be enough to convince you to outsource. If you have not already heard them, just ask. You are sure to hear more negatives than you might expect.

The right choice

If you are not an expert in the web development industry, choose to hire an outsource firm to design and maintain your website. Save the time and aggravation of balancing website responsibilities with your current workload. Hire a professional to develop a winning website for your employee services department. You are more likely to be satisfied with the end result and reap the rewards of a professional, well-maintained, user-friendly site.

Ray Katz is president and one of the founding partners of i-site.com, Philadelphia, PA, specializing in innovative web development and consulting for healthcare, pharmaceutical and publishing companies, since 1995. He can be reached at ray@i-site.com.

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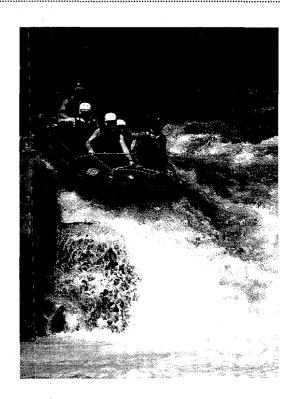


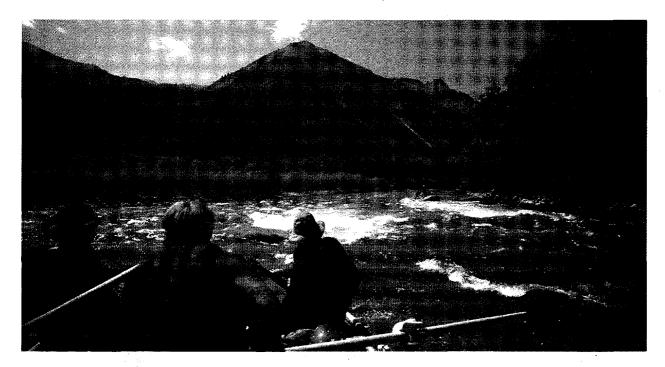
Destination Adventure

The ins and outs of starting an adventure travel program

By Len Hanger

hitewater rafting, rock climbing, mountain biking, horseback riding, whale watching, and llama trekking are the latest in adventure travel. More companies are offering sports and activities as techniques to motivate employees, recruit new workers and set themselves apart from the rest of the business world. Adding adventure travel to your list of employee services requires careful planning and consideration of your company's goals for the trip, liability issues and employee skill levels.





Square one

There are two basic types of adventure travel. Extreme sports include whitewater rafting, rock climbing, or single track mountain biking. Soft travel includes activities that can be enjoyed by employees of all ages and skill levels. A whale watching cruise is a popular soft-travel adventure. Llama trekking allows employees to hike through a national park or remote back country area while a llama carries their supplies. Or, your employees may prefer a trip through the Everglades by canoe.

To determine the best programs to offer, set specific goals to be achieved through each trip. Goals can include employee motivation, team building, conflict resolution, wellness, incentive rewards, or camaraderie. For example, as a wellness activity, combine whitewater rafting, rock climbing, and hiking over a two- to three-day period. This type of adventure, in addition to exercise at the workplace, encourages active lifestyles. The team building and conflict resolution approach is essential to negotiating the challenges of whitewater rafting. Rock climbing and rappelling can be great confidence builders.

Skill levels

Adventures can be as easy or as challenging as you want them to be. Many outdoor adventures are designed for beginners, with activities suited for families and children as young as six. Other trips will accommodate beginner to intermediate skill levels and children 12 years and older. These activities are supervised by a tour guide, with all necessary equipment provided. More advanced trips are geared specifically

to those with previous adventure travel experience who can handle the extra challenges and rigors of these more difficult activities. These trips are also guided, but the participants are expected to be more involved in the activity.

Special arrangements can usually be made for disabled employees to participate in and enjoy adventure travel.

Choosing an outfitter

Quality, service and safety are the three most important qualities to consider when choosing a supplier. When conducting research, inquire about the facilities, type of equipment and staff experience. What is the staff's knowledge of the products offered? Who should you speak with about problems or special needs? What size and type of groups is the provider equipped to handle?

Safety is critical to the success of the program. Find out about staff training, emergency procedures and the outfitter's safety record. Many states have government agencies that regulate adventure sports. Contact them to check an outfitter's references and performance rating. Other sources of information are the local chamber of commerce, regional convention and visitors bureaus and state or national trade organizations.

Structuring the program

When planning an adventure travel program, check with your corporate legal department to determine the company's exposure to liability. Some companies

Destination Adventure

ask employees to sign a waiver of liability before the trip, placing the decision of participation on the employee, therefore protecting the company.

Work schedules may make it difficult for a group to travel together. Rather than plan the trip, some companies opt to make the information available through their employee services program, allowing the employees to choose and reserve adventures independently. In this case, the company is not directly involved and, therefore, is not liable. Both planned and independent programs can be successful if you take the time to research suppliers and offer quality programs.

ADVENTURE TRAVEL CHECKLIST

The locations of adventure trips require participants to pack more than the usual toiletries and clothing. When planning an adventure trip for your employees, provide them with the following list of necessities.

- Reservation confirmation documents for hotels and transportation
- ✓ Health insurance forms
- ✓ Emergency contact information
- ✓ Directions to adventure travel location
- ✓ Travelers' checks
- Passport—be sure it is current and will not expire before the end of the trip
- 🗸 Visa
- Small amount of local currency
- International drivers license
- Trip cancellation insurance
- Sunglasses
- Sunscreen
- Water bottle
- Flashlight with extra bulb and batteries
- Nylon cord—great for drying clothes
- ✓ Multitool knife
- Mesh bag for dirty laundry
- Water purification kit including pump and tablets
- Luggage tags
- Travel locks
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- Portable iron
- Document pouch
- Undercover passport carrier
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- Tweezers
- ✓ Laundry soap
- Travel shirt with document pockets and security pocket
- Travel pants that are convertible to shorts with multiple pockets
- Fleece, Polartec or wool sweater they retain body heat even while wet
- Trekking boots
- Walking shoes—nice enough to wear to restaurants, theater, etc.
- One nice outfit for restaurant, theatre
- Binoculars
- Travel journal to record your thoughts and observations
- Language books
- Camera, film and batteries
- ✓ Bandanna
- Currency converter
- ✓ Thermometer
- Travel games, deck of cards
- Day pack or fanny pack

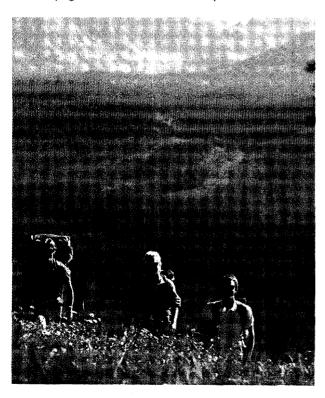
Being prepared

When planning a group trip, anticipate the needs of your employees and be prepared to offer assistance. For a smoother trip, obtain the following information before you leave:

- The outfitter's emergency medical plan in case of accident or sudden illness.
- The address and phone number of the nearest hospital.
- Arrange for transportation if someone needs to return home during the trip.

In addition to the situations mentioned above, use the following checklist to prepare for travel outside of the U.S.:

- All participants must have passports.
- Note the location of the closest money exchange and its business hours.
- Know the availability of medical care and the location of the nearest facility.
- Provide the phone number of the U.S. Embassy or consulate. Note the contact person for your group.
- Inquire about the health concerns specific to the area, the potability of water and innoculations necessary.
- Call the U.S. State Department and inquire as to the safety rating of the country to be visited. (See page 18 for a list of items to pack.)



Outside resources

The Internet is a useful research tool for planning adventure trips. Many outfitters have websites that post information about their services, trips, seasons and pricing. To begin your search, try these well-known sites:

www.iexplore.com: The adventure experts contributing to this site have lived and worked in the international destinations described on this site. They will help you determine which adventure is suitable for your group.

www.gorp.com: Great Outdoor Recreation Pages (GORP) lists hundreds of adventure travel service providers and activities.

www.adventuresports.com: This award-winning site offers adventure travel information as well as background information on the equipment required to participate.

Last but not least, ask your ESM Association peers how they have structured these services to fit their corporate culture. They also will have the knowledge of those outfitters or travel agencies offering successful programs. Use their experience to determine which type of activity is likely to appeal to the majority of your employees.

With the proper planning, your company can sponsor a safe and enjoyable adventure travel program. The results will help boost company morale and promote physical fitness. Begin your adventure today.

Len Hanger is vice president of Songer Whitewater Inc., Fayetteville, WV, a provider of adventure travel including whitewater rafting, rock climbing, horseback riding and mountain biking. Hanger is a two-year member of ESM Association and has been outfitting adventure travel activities since 1980. Additional sources for this article include David Dale, CESM, manager, employee services, Ashland, Inc., Lexington, KY, and Jay Springsteen, corporate incentives and group services, iExplore, Inc., Ocoee, FL.

Sound Investments

What employers can expect from work/life programs

By Christopher Newton

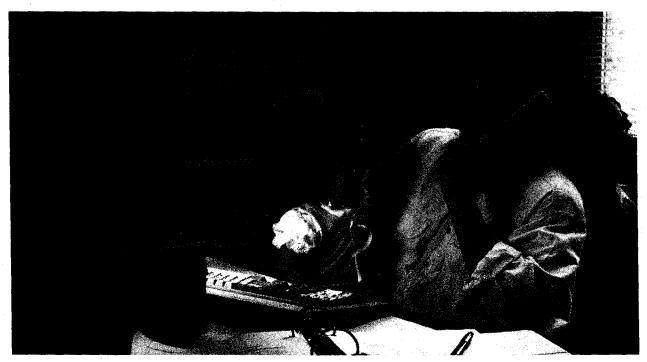
ess work and more money? One day in the office and four at home? The question of what employees really want from their employers has spurred renewed interest in work/life initiatives, especially among employers who thought their companies were too small to have a work/life program. Employers want to know what can be expected from these services and whether the investment is worth the effort. The following payoffs were revealed through research compiled from Work/Life Benefits, Cypress, CA.

Payoff #1: Attracting and retaining quality workers

- Students want work/life balance in a job more than anything else. PriceWaterhouseCoopers, New York, NY, recently surveyed 2,510 graduating students from 11 countries and found that balancing work and personal life is their most important priority.
- According to the 1999 Working Trends Survey by Rutgers University, New Brunswick, NJ, balancing work and family was more important to the 1,000 workers they interviewed than any other employment factor.
- A survey of 352 human resource executives by the American Management Association, New York, NY, found that quality-of-life incentives, such as flexible schedules and training, are more effective at retaining valuable employees than cash rewards.

Payoff #2: Trimming costly absenteeism

• The 1999 CCH Unscheduled Absence Survey, by CCH, Inc., Riverwoods, IL, found that unscheduled absenteeism was down seven percent after a



Employers invest in employees and their families.

seven-year high in 1998. However, the reasons why employees are not showing up for work are still troubling. Personal illness and family issues ranked as the two most common reasons for unscheduled absences. Personal needs accounted for an additional 20 percent of unplanned time off.

- Thirty-three percent of employees using employerprovided work/life programs reported fewer absences as a direct result.
- A consortium of six companies in Ottawa, Canada offers their employees backup care when children are mildly ill or when regular childcare arrangements fail. In this case, employees with preschoolers cut their absenteeism rate by 1.2 days.

Payoff #3: Balancing the bottom line

- In 1999, Merrill Lynch, New York, NY, surveyed 76 of their publicly-held clients with childcare centers and found they consistently outperformed the Standard & Poor 500 over the previous three-year period.
- The S&P 500 list of most profitable companies showed an 89 percent return from 1996-1998. The Working Mother Index, Working Mother magazine's list of companies offering employee services for working mothers, returned 98 percent.
- A study by Vanderbilt University, Nashville, TN, and Hewitt Associates, Lincolnshire, IL, shows the link between being a highly-regarded employer and improved financial results. The study found that companies on *Fortune's* list of "100 Best Companies to Work For" outperformed similar companies that were not on the list.

Payoff #4: Keeping pace with the workforce

- Twenty-seven percent of working single parents are men. Demographically, single fathers are the fastest growing family group in the workforce. Male employees are 10 percent more likely to quit their jobs due to work/life conflicts than female employees.
- According to the 1997 Catalyst Study on Working Mothers, as written by Catalyst, New York, NY, 40 percent of working women are mothers of children under the age of 18.
- Nearly one in four (22.4 million) U.S. households care for an older adult family member or friend, according to a 1997 study by the American Association of Retired Persons (AARP), Washington, DC. In addition to caregiver responsibilities, thirty-one percent work outside the home, and two-thirds work full time.

Workers want options that help them take care of their dependent children and aging parents, provide support for their spouses and give them the opportunity to enjoy a home life free from workplace stress. Today's top employers find solutions to help employees manage their personal lives, increase performance and encourage development. They have discovered that work/life programs satisfy their employees while positively impacting the bottom line.

Christopher Newton is president and CEO of Work/Life Benefits, Cypress, CA. To learn more about the trends driving the work/life industry, contact Newton at (714) 677-8686 or visit www.wlb.com.

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Freedom of Expression

John A. Challenger

Employers embrace religious and cultural diversity for net gain

Houston, TX-based oil and gas company allows employees to use a conference room for lunchtime Bible study and prayer sessions. One Silicon Valley high-tech firm holds three-day multicultural celebrations at each of its sites. A major airline conducts monthly diversity council meetings attended by a representative from each of the company's employee groups.

In a tight labor market, job hunters seek employers who allow them to freely practice their religious and cultural beliefs. Such diversity will likely play an even greater role in the workforce of the future, due to the youth of today's growing interest in religion and culture. Therefore, it is to a company's advantage to emphasize corporate sensitivity to religious and cultural diversity.

Laws on expression

The law does not require that companies hold multicultural celebrations or form a diversity council. However, to recruit the best workers, some of whom are devoutly religious, it is necessary to demonstrate that religious and cultural diversity are not just tolerated but encouraged and embraced. Title VII of the Civil Rights Act of 1964 requires that companies make reasonable accommodations for employees' religious practices and beliefs, unless they cause the employer undue hardship. Therefore, companies must accommodate employees' request for time off for religious holidays. Employers must also allow workers to wear religious attire, unless it poses a health and/or safety risk. Employers failing to make such accommodations might find themselves in legal hot water.

Going the extra mile

Failing to take extra steps could also damage a company's competitive advantage to attract and retain the best workers. Human resource professionals are recognizing this and taking steps to increase religious and

cultural openness and acceptance. A recent survey on religion and culture in the workplace, by the Society for Human Resource Management, Alexandria, VA, found flexible work schedules are the most common Whirlpool Corp.'s manufacturing plant in LaVergue, TN, has seen a surge in the number of Muslim employees and, therefore, instituted religious sensitivity training. Additionally, as Muslims cannot eat pork, the com-

Many firms are going above and beyond routine scheduling accommodations to incorporate multicultural and religious diversity into their corporate culture.

accommodation made by employers—offered by 68 percent of survey respondents. However, many firms are going above and beyond routine scheduling accommodations to incorporate multicultural and religious diversity into their corporate culture.

Perhaps the best example comes from Intel Corp., Santa Clara, CA, which holds three-day multicultural celebrations each year at its U.S. sites. Employee groups, both religious and secular, share food, dances and other aspects of their culture with the rest of the company. Several of the employee groups host websites on the company's intranet site, where members can obtain up-to-date information on meetings and events, and non-members can learn about the group's culture and traditions. Employees are also allowed to use conference rooms for prayer sessions. Managers work closely with employees to arrange schedules that permit workers to observe their respective holy days. If a problem arises that employees feel uncomfortable discussing with a supervisor, Intel has established an 800-number that can be used to voice complaints or suggestions.

Intel could have merely put a section in its company handbook and told managers, 'Here is our policy; make sure you and your staff adhere to it.' Instead, they created an atmosphere of openness where employees learn about different cultures to cultivate greater understanding and acceptance.

Aligning diversity with employee services

The steps companies are taking with diversity are an extension of those taken to help employees attain a balance between their work and personal lives. Companies have achieved major gains in productivity and morale by providing such benefits as onsite grocery stores, dry cleaning pick-up and delivery, and concierge services. Ronald Garzotto, CPA and hiring authority, Rome and Associates, a Chicago, IL-based accounting firm, is seeing an increase in the accommodations made for employees concerning religious and cultural practices in the workplace as well. "If a person is talented, productive and makes an impact on the bottom line, despite taking extra days off for religious or cultural observances, there is not a problem," says Garzotto.

pany now serves more chicken and non-meat entrees in the cafeteria. Some Muslim employees also begin work at 6:00 a.m. on Fridays so they can leave early to attend congregational prayers.

Troubleshooting

Employers should refer to current company policies before agreeing to specific accommodations. For Whirlpool Corp., safety became an issue as more devout Muslim women began working on the factory floor. The practice of Muslim women wearing loose fitting clothes and head scarves was determined a safety risk near conveyors and assembly lines. Safety engineers met with the women to build guidelines amicable to all involved.

While some companies are making great strides, the Equal Employment Opportunity Commission (EEOC) has seen a rise in the number of religious and cultural discrimination complaints filed and awards granted. While the complaints filed increased by only 1.3 percent from 1998-1999, the number of cases awarded a settlement over the same time period jumped approximately 48 percent. Interestingly, more than half (58 percent) of the complaints were found to have no reasonable cause, suggesting that the issue is just as complicated for employees as it is for employers.

Both employers and employees have become more educated and desirous of religious and cultural rights in the workplace. As this continues, we should see the number of complaints drop significantly, especially as more employers institute religious and cultural accommodation policies that go above and beyond the guidelines established by the EEOC.

John A. Challenger is CEO of Challenger, Gray and Christmas, Inc., a Chicago, IL-based international outplacement firm. For more information, contact Challenger at (312) 332-5790.

Raising 6 Spirits

Halloween party ideas to boost morale

By Peter N. Wolak

alloween celebrates youth and creativity. It is the one day of the year when children are allowed to roam neighborhood streets asking for candy. It also provides an opportunity for adults to break out of the work routine and assume a new identity.

Companies are increasingly using their facilities to host Halloween parties for employees and their children. To find out how ESM Association members will celebrate Halloween this year, an E-mail Service* question asked members to share their plans. Here is a sample of what our members had to say:

Gloria Wilcox, CESM North Memorial Health Care Robbinsdale, MN

"Our Annual Employees' Children's Party takes the place of trick-ortreating. Close to 1,000 children. adults and volunteers attend. The theme this year is BOO-k Bash. Attendees will dress up as their favorite book character and visit 20 different stations set up to represent chapters of a book. Children are asked to perform a simple trick in exchange for a treat at each station. Rather than a haunted house, there will be a Scary Library. Although designed for children 12 and under, we hope it will appeal to Stephanie Frisbee KOSA Recreation Club, Salisbury, NC

"Our Recreation Club hosts an Annual Halloween Party for our members' children, age 12 and under. Using Halloween decorations, we transform the Recreation Center locker rooms into one big haunted house. Costume and pumpkin carving contests, face painting and temporary tattoos make the event interactive. There are games for the children to play and everyone receives a prize. Each year, we hire an entertainer to take pictures with the children and distribute treats."

Pam Garland Orange County Transportation Authority, Orange, CA

"Instead of having a Halloween event for our employees and their children, we invite a group of preschool children from low-income families to spend a day at our facility. Each department decorates their office, and the children go trick-or-treating throughout the building. Typically, the children's favorite activities are the bus ride to the office and trips in the elevator! In conjunction with the Halloween event, we hold a canned food drive. Proceeds are distributed to the children's families."

Shaelyn Neal Pappas Restaurants, Houston, TX

"A few days before Halloween, our company holds a party for Corporate Office employees and their children at Houston's Children's Museum. Employees are invited to see the children in costume and then trick-or-treat in the safe environment of the museum's Trick-or-Treat Street. Afterward, they visit a pumpkin patch to have pictures taken. The night concludes in the museum with interactive events and displays."

Dee Patrick Zeta, San Jose, CA

"We have a costume contest for our employees. Prizes are awarded for the three best costumes. Each participant is given a number to wear. The children then parade through the building during morning break so employees can vote on their favorite costume. The top vote-getter receives \$25; \$15 is awarded for second place and \$10 for third. A bake sale is also held during the morning break; proceeds pay for contest prizes."

Raising Spirits



Heidi Belohrad United Power, Inc., Brighton, CO

"The public lobby of our building is decorated in the spirit of Halloween and the employees decorate each office to reflect different themes. We hold a costume contest for the employees. Winners are announced during an employeesponsored chili luncheon."

A Halloween party is a great morale booster that brings employees and their families together. A children's party can serve as a safe alternative for trick-ortreating, but the event does not have to be all candy and treats. Some corporations are using the holiday as a field trip or community service opportunity. Either way, your employees are sure to be smiling when they put their imagination on display for the office. Use your creativity to create a Halloween party that fits your corporate culture.

Peter N. Wolak is editorial assistant for ESM Magazine. He can be reached at (630) 368-1280 or peterwolak@esmassn.org.

*The information from this article was compiled from ESM Association's E-mail Service. If you are interested in asking your peers for advice about employee services and receiving feedback via e-mail, see the ad below to sign up for this free member service.

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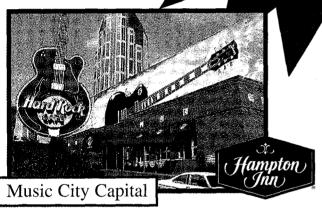
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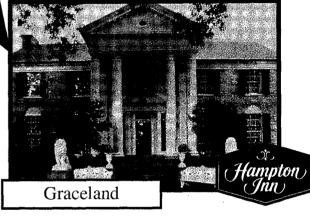
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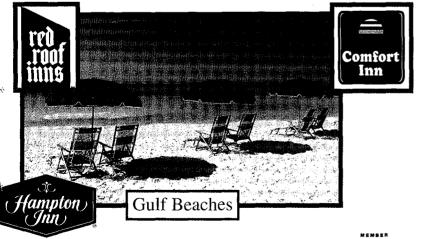




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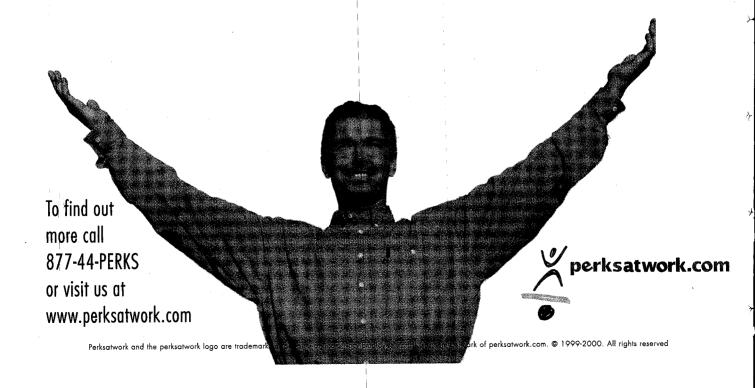
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By Michael P. Scott

Shifting gears

Serving the 24-hour workforce

mployee services professionals are increasingly challenged by the growing demands for work/life programs and services. As you struggle to meet the needs of today's workforce, do not forget the frequently overlooked off-shift employees who may be missing out on employee services information, assistance and participation in company-sponsored activities. They may be feeling out of touch with the company and excluded from employee perks. How do you service these employees? Recognize their work/life challenges and develop initiatives to serve this important element of the workforce.

Off-shift challenges

Off-shifts may be perceived as an unpopular work option, but according to the U. S. Department of Labor Statistics, nearly 17 percent of employees work off-shifts, and 27 percent work flexible hours. These employees frequently struggle to maintain a balance between work and personal life even more than daytime workers. Here are a few of their challenges:

- The company cafeteria is closed during off-shift work hours, leaving employees with fewer meal and snack options.
- Mandatory or important meetings held during day-shift hours may cause sleep interruption and child/eldercare concerns.
- Workplace accidents and falling asleep at the wheel while driving to and from work are hazards of an irregular sleep schedule.

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- Family and social relationships are strained due to varying work hours.
- Consistent childcare and/or eldercare can be difficult to find, particularly for those workers who rotate shifts.

Service initiatives

Employee services can play a valuable role in uncovering problem areas and providing support. Consider these employee services:

- 1. Employee services website: Many ESM Association members use online technology to provide resources, information and assistance to those who cannot stop by the employee services office between 8:00 a.m. and 5:00 p.m. "Our website has been of great benefit and convenience to our off-shift staff," says Jennifer Boom, events coordinator, KLA-Tencor, Milpitas, CA. "I don't know what we would do without it."
- 2. Alternative childcare arrangements: At the Spring Hill, TN-based Saturn Corp., approximately 6,000 employees rotate day and night shifts on a three-week cycle. After experiencing challenges in identifying local services to meet workers' childcare needs, Saturn elected to hire a childcare provider to subsidize its childcare center. It is now open 22 hours a day, six days a week. If a childcare facility is not an option at your company,

consider providing employees with a list of local childcare services that support nontraditional hours.

3. Communications: Major changes in policy, as well as the addition of new programs and benefits, must be communicated to employees on all shifts. The company newsletter, intranet, e-mail, voicemail, kiosks and automated phone systems should be used to spread the word to all employees. If possible, have an employee services representative available on- and off-shift to answer questions and address issues when policy changes and programs are introduced. "When a



vital change needs to be communicated, our organization is very good about scheduling meetings for off-shift workers," says Tammy L. Thomas, employee services representative, Corning Cable Systems, Hickory, NC. "We believe it is important to have key employee services people there to listen and respond to the needs of all employees."

4. Special services: Consider employee services initiatives such as exercise and nap rooms, alternative transportation for fatigued workers, enhanced lighting in work areas and education programs on topics such as managing sleep patterns and caffeine use. It is also important to be sensitive to shift workers' desires to participate in company social events and activities. Try varying the times and days of your special events so off-shift workers can attend.

Recruiting and retaining topquality employees is tough during today's labor shortage, particularly for those positions that offer nontraditional schedules and off-shifts. You serve as an invaluable resource to your company in boosting the morale of this important, and often overlooked, segment of your workforce. Be certain they are learning about and benefiting from your services.

Michael P. Scott is a regular columnist for ESM Magazine and the author of the book, Catch Your Balance and Run: Proven Life Management Strategies to Assist You in Today's Fast-Paced World. He can be reached at power2u@ix.netcom.com.



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Boosting Morale

CONTINUED FROM PAGE 36

it helps them accomplish a goal. Second, it builds a relationship. Third, it provides objectivity and perspective to be used as learning tools for you in the future. Remember, it is often easy to see what needs to be done when on the outside of a situation, but it can be rather challenging when the situation is your own.

7. Surround yourself with positive people. As much as possible, try to live and work with courageous, supportive and encouraging people. Moods, emotions and attitudes are contagious. Avoid letting others instill fear in you because of their lack of courage, negative attitude and dismal prophecies.

8. Take action. Take a deep breath and move forward knowing you are as prepared as possible. You cannot out wait fear before taking action. The fear will not go away on its own. Be prepared and the fear factor will be reduced. However, you can still expect some anxiety. Carrying out the action will ultimately make the fear subside.

In control of your success

By practicing the above eight steps, you are making the bold statement that you are unwilling to sit on the sidelines. Refuse to expend your valuable energy merely hoping to succeed. Move beyond the safe, predictable path of mediocrity. Be committed to taking affirmative, forward action—to move in spite of your fears, play the game full-out and reap the glorious rewards.

Linda Larsen, professional speaker, keynote presenter and trainer, is the author of the best selling audio program, 12 Secrets to High Self Esteem, and the critically-acclaimed book, True Power—Get It, Use It, Share It. She can be reached at (800) 355-4420 or via www.lindalarsen.com.







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ESM Association Greater Seattle Chapter By Linda Larsen

Courage—How to get it

Gain the confidence you need to influence change in your organization

o succeed in this highly competitive world, it is imperative that you move forward, take risks and assert yourself. You need courage to persist in the face of disappointments, ask for the sale, say no to unacceptable behavior, and suggest ideas contrary to popular belief. Without courage, your career may slide into mediocrity. When the need for safety and security overtakes the willingness to risk, you may find yourself tucked away on the sidelines, watching from afar, wishing and hoping that success will land in your lap.

Facing your fears

Courage is not the absence of fear, but rather, action despite fear. It is taking action when every instinct says, "No! Don't do it! It will never work! You will be sorry!" The following eight keys should help start your courage engine, regardless of tendencies to retreat.

- 1. Review past successes. If you have ever acted courageously despite fear, you possess the capacity to do it again. Recall the feelings you had when you took action. Remember how you felt after you accomplished your task. Applaud yourself for courageous behavior.
- **2.** List the benefits of taking action now. Make a comprehensive list that includes the following action items:

- I will feel proud of myself.
- I will set a positive example for my children and coworkers.
- I will learn from the experience.
- It will strengthen my fortitude.
- The effort will make the next act of courage easier.
- 3. Shift your focus. Think about what you want, rather than what you do not want. To say, "I do not want to look foolish," "I do not want them to reject me again," or "I do not want to fail," creates tremendously powerful pictures in your mind of exactly what you do not want to happen. If you focus on the negatives, you are likely to fulfill those expectations. Only visualize what you want to happen—in rich, sensory detail—and the positive benefits will follow.
- **4. Do** your homework. Study, research, practice and prepare. Know in advance everything you

can about the situation. For instance, if you need to make a presentation to a group, rehearse your speech out loud in the actual room to be used. Videotape this rehearsal, obtain coaching from a professional or experienced friend, and rehearse again. The more familiar you are with the experience in advance, the less stress you will feel when it actually happens. When trying to find the courage to take an alternate path in life, study others who have accomplished similar feats. They can, and usually will, offer advice and wisdom.

- **5. Start small.** Look for low-risk situations that allow you to gain the experience and wisdom necessary to tackle the big ones. Applaud yourself for every bold action taken, no matter how big or small.
- **6. Help someone else be courageous.** Sometimes we feel we are the only ones overcome by fear. In reality, we are all in the same boat at one time or another. Helping other people tackle fear and take action serves three purposes. First,



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Employee Store Management is the annual supplement to Employee Services Management published for employee store managers and their staff personnel.

The employee store market continues to grow according to a 1999 Market Survey conducted by Research USA. The survey confirms that more than 25 percent of employee services providers operate a corporate store — and another six percent plan to open one within the next two years. Annual sales for employee stores is estimated to be over \$400 million.

Many store managers are implementing electronic POS systems to provide invaluable data for management decisions. Staying on top of what is hot is important to any retailer, but is especially important for employee stores. Since the store's customers are employees, product mix and appeal have to constantly change.

We welcome your comments and suggestions as you read *Employee Store Management*. If we can be of further assistance, please don't hesitate to give us a call at (630) 368-1280 or e-mail at esmahq@esmassn.org.

With best regards,

Patrick Stinson

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Cover photos and article heads: Honeywell company store.

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Made 'Ya Look:
Effective Visual
Marketing

erchandise presentations so attentiongrabbing that they make customers literally stop in their tracks were hot topics at ESM Association's 59th Annual Conference & Exhibit in Denver in April. Understanding how customers think about merchandise and how they interpret visual messages are crucial steps in getting customers to see and buy merchandise.

Nationally-known retail expert Lynne D. Schwabe of Lynne D. Schwabe & Co. in Middleburg, VA, emphasized that visual merchandising is everything that you show your customers. <u>Good</u> visual merchandising, however, decides for the customer. It chooses the best from too much and tells the customer what to buy.

Schwabe said the customer's greatest problem is deciding what to buy. Visual merchandising is the solution to that problem because it says "buy this" by making a visual impact on customers.

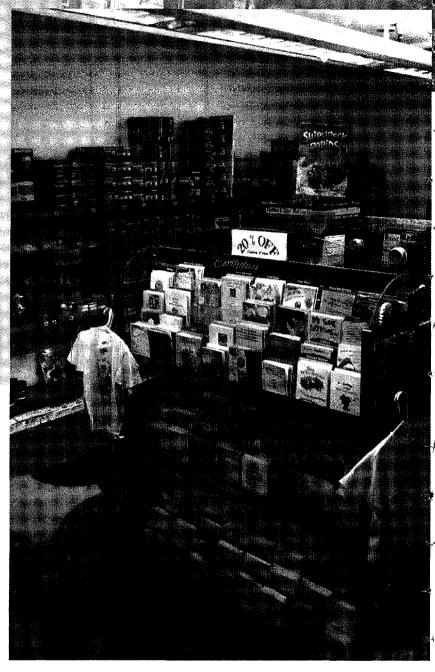
"Most stores share common problems," Schwabe said. "Most employee stores face the challenge of having a captive audience, people who pass by the store two or three times a day. It's difficult to keep merchandise looking fresh and new in this kind of setting even with frequent remerchandising.

"In addition, many employee stores are dealing with severely limited space in which to present merchandise to customers. Too often there is no logical arrangement from the front of the store to the back wall. Customers are confused; they don't understand how to move through your space. Worse, they don't understand the merchandise. Signage in most cases is also a problem. A sign that says `New for Spring' tells nothing at all."

Schwabe said the most important focal point in most stores is the point at the back of the store, just opposite the entrance to the store. Most stores do not take advantage of this strong focal point in their visual presentations.

Understanding how customers think about merchandise and displaying it accordingly is one major way to attract customer attention, Schwabe said.

The Calendar. The calendar is the first, most fre-



quent way that customers think about merchandise. No matter what the holiday or event, customers need reminders. The problem with merchandising by the calendar is that everyone is doing it.

"You don't have to do every holiday every year," Schwabe said, "but if you do one, do it well. Think about all of the calendar events that you can remind customers of. Think about your customer demographics. Ethnic groups have calendar events that you can also use in your visual presentations."

Activities. Customers buy merchandise for activities, which include sports, home, self-improvement, working,

school, career, dressing up, going out, leisure, at-home, and vacation. When you merchandise using activities as a theme, customers can imagine using the merchandise, and they buy it.

Theme. A theme is a single strong idea that unifies a presentation. Themes can be a look, a trend, a fad, a fabric, a color, a season, an item. Showing themes shows that you know what's going on and that your store is a part of the action. Customers respond by buying related merchandise.

"This is one way that you can really grab the attention of that difficult captive audience. Company events or activities are a natural for your visual merchandising. People really get into what's going on around them. So show these things in your visual presentations," Schwabe said.

Items and Multiples. An item is anything that sells on its own. It can sell for 25 cents or 25 dollars, but it still stands and sells on its own. Item presentation is clear, easy-to-understand and it simplifies the customers' decision about what to buy. Find good items and display them so that you are clearly saying to customers, "Buy this one thing."

Multiples are many different things that go together. When a store presents multiples, it is clearly saying to customers, "Buy all this." "Even if customers knew how to put things together, they still wouldn't have the time," Schwabe said. "You have to do it for them. Show what

\$150 will buy. Show what \$1500 will buy. Show how to wear a jacket twelve different ways. The customer responds by buying the whole package."

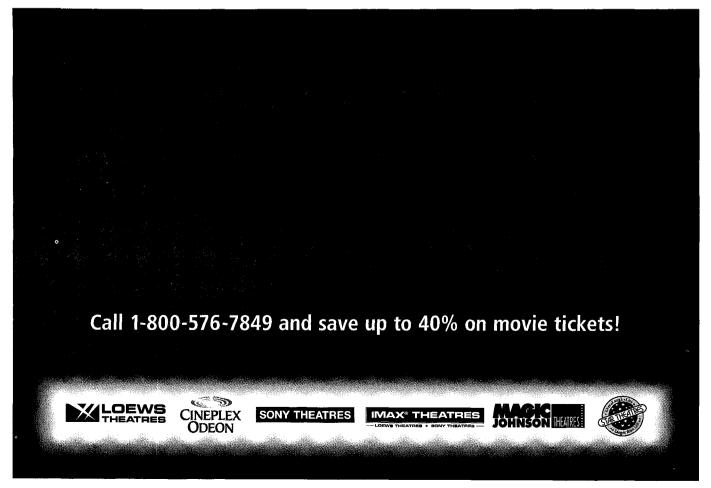
Customers are most likely to buy items that they see first. Schwabe says that you can take advantage of what you know about your customers to help them see your merchandise and make them buy. For example:

90% of customers turn right when entering a selling space. If you put something eye-catching to the right of your entrance, you pull customers into the store and help them see by putting something right where they will see it.

"Customers can only see merchandise if you give it special treatment. By creating focal points of merchandise through special displays, using cascade racks or highlighted showcases, you move the customer from merchandise focal point to merchandise focal point through the store. The focal points help customers separate classifications of merchandise from the mass of merchandise you have in the store," Schwabe said.

"Several ESM Association company stores sent me pictures of their stores for my presentation," Schwabe said. "If there was one single criticism that I would have of most of the stores, it would be that they have too much merchandise, jumbled together in no logical way. You confuse your customers, and make it very difficult for them to see your merchandise."

Vertical image. The vertical image is dominant





physically, being nearly twice as strong as the horizontal. According to Schwabe, the vertical image is used constantly in visual merchandising because it holds the eyes.

Diagonals. Because so much of visual merchandising is vertical and horizontal, diagonals translate into a sense of movement and lead our eyes. "Using diagonals is an effective way of grabbing customer attention, " she said. "You can make sure customers see your merchandise by using juxtaposed diagonals—triangles—in your visual presentations. When we look at a triangle, our eyes automatically move to the top of it. Whether a presentation is two-dimensional (a wall) or three-dimensional (stacks), products near the top and forming outer lines of a triangle get the most attention."

Interrupted pattern. Our eyes are automatically drawn to an interruption in a pattern before our brains can absorb the whole pattern. For example, if there is a line of blue squares with a yellow circle in the middle, our eyes will automatically go to the yellow circle. If you create a pattern in visual merchandising and then intentionally interrupt it, you will cause customers to look at the interruption and see your merchandise.

Color. Obviously, color is a strong visual tool. Schwabe says if you understand how your customers respond emotionally to colors, you can orchestrate that response. Geographic markets have best-selling colors, usually white, beige and blue. Age has an impact: red is a favorite of young people, adults usually are drawn to blue.

"The key is understanding the response and using it to your advantage to make customers see your merchandise," she said.

Finally, Schwabe described special visual techniques that ALWAYS grab customer attention. They include:

Tell a story. Create a sequence, a progression window by window or space by space so that you force customers to follow the merchandise from beginning to

end. This involves customers in the merchandise.

Bags and boxes. These are your own identifiable display props. Use them as ground covers, as backdrops, as props.

Blinds and shades. Raise, lower or divide what your customers see by using blinds and shades. You can change the shape of your windows by using brown butcher paper. You are trying to present a DIFFERENT look to your customers so that they will really see what you are doing.

Put water in the window. Customers always try to figure out how you did it. Use blue acetate gel sheets (available at theatrical equipment stores) and glue to window using liquid Spray-Mount (hardware store). Magic! The customer is looking under water.

Movement. Because so much of visual merchandising is static, whenever you create movement it gets attention. Use fish in a bowl, live models, a flashing sign, turnta-

bles, a projector, fans.

Bigger. Bigger is always better, because we can see it. Make one gigantic impact rather than trying to show customers one of every single item you carry in the store. Remember, your goal is choosing the best from too much for your customers, rather than trying to impress them with how much merchandise you can stuff on your shelves.

Put a pig in the window. Or do anything outrageous that will get your customers' attention. And, do it often. You want to train your customers to ALWAYS examine your windows and/or selling space because they never know what they might see.

Pictures of customers. Using pictures of customers draws them into your store, because they love the recognition. Pictures get attention and create interest: "Whose picture will show up tomorrow?"

Price. Price is often the only thing that motivates customers, especially at gift-giving time. Do as the catalogs do—display by price. "Everything in this section under \$25." Customers then sort them out accordingly.

Gifts with purchase. We still like getting something for "nothing." Experiment!

Lynne D. Schwabe specializes in visual merchandising, customer service, sales techniques and motivation and management issues. You can reach her at her at (504) 687-3876. (Email address is lda@lobsterville.com)





General Mills

he eternal mystery revolves around buyers who go to shows without a detailed game plan of what they will buy, in what quantities, within what budget figure and who is the potential customer for this merchandise. These ill-prepared buyers are truly modern-day riverboat gamblers. As competition increases both from other high tech retailers and from all the other industries that are wooing these same consumers (travel, entertainment, vehicles, real estate, sports, apparel, etc.), it becomes more critical than ever before for retailers to have a genuine, well-thought-out game plan for their inventory. And that inventory results solely from their buying decisions at shows or through vendor reps, making buying decision the most important factor in all of retailing.

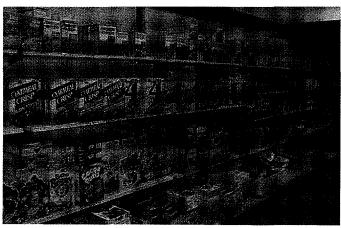
Tracking what sells and when it sells is a strong element in a quality buying game plan. For example, it tells the retailer how quickly four of the twelve pink widgets ordered last fall sold within two days after being put on the shelf. That means that four pink widgets sold at full markup, the preferred goal for every item a retailer

stocks. What about the remaining eight in that minimum order the store made? Choose any number at minimum or above, results will be the same. Their fate ultimately becomes the difference between profit and loss.

Since the goal of every retailer is to have as much of a store's inventory sell at full markup as possible, every sku (stock-keeping unit) that does not sell quickly becomes a negative, a drain on the much-needed cash flow of that store. Because of this, it is vital that every buying decision take this into account, so as few as possible "dogs" will sneak into the inventory of the store.

Accept the fact upfront that every store has "dogs" at some point in the store's life. Every retailer makes buying mistakes. Accept that as an unfortunate "given" part of doing business and get on with it.

Keeping these mistakes to a minimum is what differentiates a successful retailer from a failing one long-term. Keeping "dogs" to a minimum is the key to remaining a profitable, competitive store. Tracking what has sold, how quickly and to whom, helps reduce buying mistakes and assures the optimum opportunity for all new merchandise coming into the store to sell as quickly as possible at full markup. All this works



General Mills

more often that not if, and only if the lessons learned from tracking all merchandise in the store is applied to the otb (open-to-buy) of that store in the future.

In addition to tracking every single sku in the store, a retailer must also stay abreast of every inquiry from customers to get a sense of what they would purchase if it were available. Obviously it would be impractical for any retailer to stock every single thing any customer wants. But it is also only common sense to believe that when enough customers ask for the same thing, then the retailer had better take these inquiries seriously. Not only could that customer be a lost sale for that item but well might decide another store is attuned to their overall interests/needs for their future shopping. Don't believe, just because it is an employee store, that makes the store so special customers will shop there regardless.

Listen to Core Customers.

A sound inventory leading to a winning merchandise mix can only be achieved when a retailer is truly listening to the store's core customers. And, unfortunately, these customer's interests can change as quickly as the weather, so to assume once you have identified what these customers want, you are home-free forever, is foolhardy. You have no permanent hold on any customer. Understanding your customers must be accepted as an

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ongoing, never-ending study. Because it is the key to determine the otb a retailer will develop, it cannot be ignored. Simply put, a retailer should not be ordering for him/herself but for core customers, so knowing what they want remains the perennial problem.

Simple tips like asking everyone who works in the store to jot down merchandise requests from customers (both instore and on the phone) as soon after they are made can be of enormous help when these notes are studied at the close of each week. Asking your customers what they might be interested in having you carry that you do not currently stock, can go a long way toward identifying what their current tastes are.

Just as you must know what customers want, it is equally important to know what they don't want. And that's the easiest part — they simply will not buy what you have on the shelf! These ultimately become the "dogs" that not only drain on the store's cash flow potential but also provide a pretty definitive picture of what does not interest your customers. Perhaps you have observed several customers picking up that pillow (or mug or planter or lamp or game or ...) with obvious interest, only to drop it the minute they spot the price. What does this say? The price was a bit too high. Perhaps something similar at a lower pricepoint would have assured that sale at full markup. Now your only hope is that it will be purchased at the first or second markdown.

But nothing is written in stone. Months from now (or even years) customers will suddenly be seeking the exact same types of product they so quickly rejected before. This type of incident is one of the never-ending challenges every retailer faces throughout the entire lifespan of a store regardless of its location, expertise, price ranges or categories of merchandise and/or services.

Cross Merchandising

A major element in success for many retailers today centers around what is called cross-merchandising. This is possible when the store has ordered the right combination to create eye-catching cross-merchandising displays. These multiple sales are the ultimate way to merchandise in stores whose categories are appropriate to such efforts. For retailers whose merchandise does not lend itself to cross-merchandising, the task of knowing what customers want is no less critical.

Retailers need all the input possible from every available source. They must rely not only on querying customers regularly but on making certain everyone working in the store, including part-timers, understand they play a key role, too, in helping determine inventory mix and, thus, the success of the store itself. Watching customers making buying decisions often reveals through body language what they like/dislike; what they really would like but replace on the shelf in favor of a less expensive alternative. These actions are a vital indicator of what motivates consumers.



General Mills

Get the Total Picture.

All this information should be funneled down to the "otb" budget and "sku" breakdown a retailer uses as a guide for attending shows, for ordering when a rep visits the store, or when any purchases for the store are made by phone, fax, etc. In essence, no merchandise should ever be ordered for a store unless it clearly fits the buying habits of the core customer of that store. Buying on a whim or, worse yet, buying with heart and not mind, rarely proves a good business decision later on.

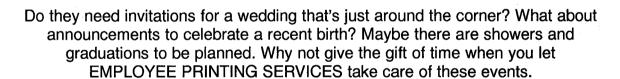
In the basic understanding of Retailing 101, inventory is the sole, the ultimate reason a customer puts hand into pocket to buy. So whenever any part of that inventory is not sold, preferably at full markup, the potential for profit/success for the retailer is seriously diminished. And

with every passing day merchandise remains on the shelf, it not only is costing the retailer money, it is also sending a wrong message to regular customers that "this store never has anything new anymore". Without necessary cash flow, that can unfortunately become all too true. As the old adage says. "the minute you sign for the merchandise when it arrives in your store, you own it and the clock starts ticking to pay for it".

Why would any retailer ever order anything he/she did not fully expect to sell at full markup? Retailers will spend their entire lives trying to answer that question in making certain they, in fact, are ordering the "right" merchandise ... "right" meaning merchandise they truly believe has the best chance to interest customers to buy at full markup. In the course of this never-ending effort to match products to consumers, successful retailers will succeed most of the time, failing only those few times that result in "dogs" and loss of profits. Whenever the latter happens (as it will periodically to every retailer), the retailer must force him/herself to reevaluate the future of the store itself and everything about the store in an effort to "right the ship" and get the inventory mix back on target for its current core customers.

Marilyn Nason has spent some 40 years in all aspects of retailing and trade publishing. She authored the book Inside Retailing 101: The Strockroom Door Works Only One Way. She can be reached at (828) 298-1322.

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Automation: How Do I Get There from Here?

All photos: POSitive Technology.com, Inc

ou're staring at your worst nightmare—a dictum to automate your operations before the end of the year. You've heard horror stories; maybe even been through a few of them yourself. This time around, it has to work, come in on time and be under budget. Here's what it takes.

System Requirements

The first step is to figure out what is required to make this thing work. Get everyone involved! Find out what information the accounting department is going to want, how they want it delivered, and how often they need it. If the IS department needs you to tie into the corporate network, get the details from them — what networking software they run on and what protocols they use. Also, ask them if there are any other information systems you need to tie to. Make a list of the equipment and software you already own — some of it may still be useful for your new system. Take time to ask the employees what they would like to see. If the people who have to use the system feel like they've had input, they'll be onboard when it comes time to put it together and will give it a chance to work. When you have everyone's wish list, add your own items — consider what reports you need and how often you want them, if you need to be able to log in from the road, what customer tracking

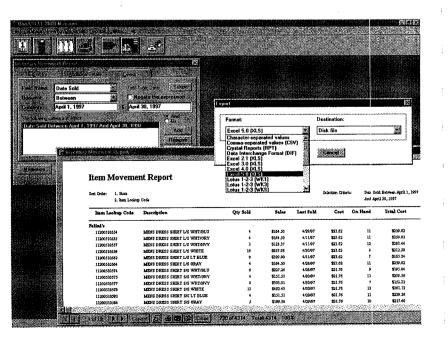
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and marketing requirements you have, etc. Finally, sort through and prioritize your requirements, making sure you know which things are required of the system and which things would be a nice touch. When you have a good idea of what you really need, you're ready to look at what's out there.

Research the Market

With the hundreds of available programs and providers how do you decide where to start? An excellent resource is ESM Association. Talk to them about products

and suppliers they know. Find other association members who have recently automated successfully. Attend trade shows, research information on the internet, get retail automation issues from trade journals. Remember, buying point-of-sale software is much like buying any other program. You don't want it to be out-of-date before you get it home. Look for something near the head of the class. Avoid anything that's two or three generations outof-date. (If the software isn't current with today's technology, setup and integration will be a nightmare—i.e., don't run a DOS program on your Windows 2000 network.) Take time to look at the upgrade history. Is there an affordable (free or low cost) upgrade path, or will you have to be satisfied with the version you bought? How often does the developer provide upgrades? How do they track program "bugs" and what steps do they take correct problems and get those corrections to you



once they have been identified? Before you commit to anything be sure to evaluate the companies behind the system. Many of the software developers provide limited (if any) installation or on-going service support. Instead, they rely on the services of a Value Added Reseller or VAR.

Service, Service, Service

If you are working with a VAR, they will assist you in every aspect of your installation: assessing your system requirements, recommending the hardware and accessories for your system, arranging financing, getting the installation up and running, training your POS coordinator and staff, and troubleshooting problems as they arise.

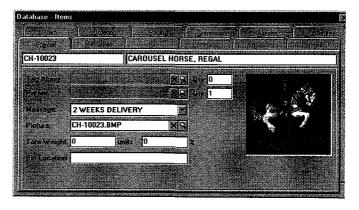
When evaluating VARs, look for companies with a strong track record installing retail point-of-sale solutions. Ask direct questions about their background and experience, the number of technicians, the hours of support, and how to get help after hours. Get current references. Ask for names of recent installations as well as long-term clients, and talk with them about their experiences. This is a long-term relationship, so choose someone you trust.

Long-term Success

Automation promises many things: reduction in the paperwork that fills your day; quick reviews of salespeople and assessments of their skills and weaknesses; accessible information on your inventory—how it moves and why; secure tracking of inventory levels and a realistic picture of shrinkage problems while you still have time to address them; easy flow of inventory and information between your stores; customer confidence in your operations; and, most importantly, a stronger, healthier bottom line. However, picking the right solution and provider is only half the battle—you now have to get it up and running.

The most successful installations are those that take ownership of the operation and make it happen. The easiest way to do this is to assign a





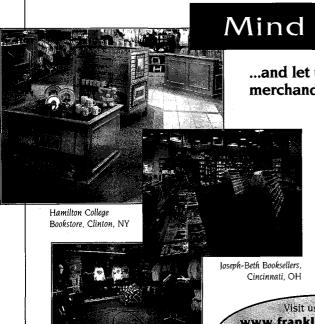


key employee to oversee your installation, the POS coordinator. This position may be new to your operations, but it is vitally important. Retail operations are notorious for burning through employees, so in choosing your candidate, look for someone you trust and who has an established work-history with your store. This person will work hand-in-hand with the VAR in all the tasks of your setup and ongoing operations and will be involved in every aspect of your business. In addition, they will be the person your staff turns to when they need any assistance with your new POS system.

Next, develop your own in-house training program for your system. With the typical new hires that come and go in retail, and the cost of third-party training, training costs can get to be budget killer. Instead, work with your VAR to prepare a customized training system that works on-line with your system.

Finally, when you have a realistic idea of the system costs and ongoing requirements, you can establish an affordable budget that everyone can live with. With the right planning and preparation, your new POS solution can be a dream come true.

Brett Bennet is president of POSitive Technology.com, Inc. He can be reached at (800) 264-7776.



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Ten Tips For Evaluating T Visual Effect of Your Store

- 1. Walk outside your store and simply stare at it for a few minutes. Look at the windows, the entrance, the adjacent structures. Does the store look inviting and fresh?
- **2. Walk up to the front door.** It's the customer's first contact with your store. Is the door cluttered or dirty? Are the store hours clearly and neatly displayed? Are there outdated announcements with scotch tape all over them?
- **3. Walk three feet into the store, stop, and count to ten.** What are your first impressions? Are your most important products displayed at eye level?



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- **4. Look at the signage.** Remember, signage is an extension of the customer service function. Is it clear and easy to see? Is it in good shape? Would simple, new signage dramatically upgrade the overall appearance of the store?
- **5. Look at the window displays from inside the store.** Are they attractive? Could they double as effective merchandisers for shoppers who have entered the store?
- **6. Evaluate the number and use of vendor racks.** Although they are often free and effectively merchandise a specific vendor's products, overuse can give your store an inconsistent, haphazard appearance.
- 7. Look at the space between the tops of the wall fixtures and the ceiling. Are there opportunities to display merchandise on top of those fixtures?
- **8. Walk over to the checkout counter.** Is it covered with Post-It Note reminders about spe-

cial orders or six months of magazines? And how about the wire management for your POS system? Is the back of a computer with cords protruding out of it staring your customers in the face while they are checking out? Could all that be hidden with a small partition that could display store policies or upcoming events?

- **9.** Walk down the aisle and look for missed opportunities to crossmerchandise. Is the film near the photo drop? Are batteries next to consumer electronics? Are baby toys next to the baby clothing? Ask yourself the question, "Is the store laid out to entice my customer to browse or for my convenience?"
- **10. Finally, how's the "shelf management" in your store?** Do you routinely have employees tidy up the sales floor? "Neat, Clean, and Organized" is a motto strongly reinforced by most successful retailers.

Arthur King is Director of Marketing for Franklin Fixtures, Inc. He can be reached at (413) 746-1134.

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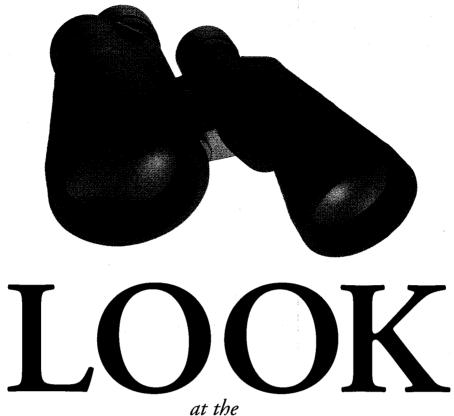
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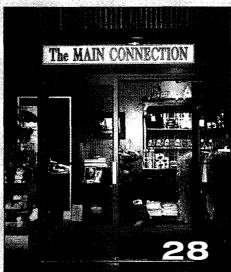
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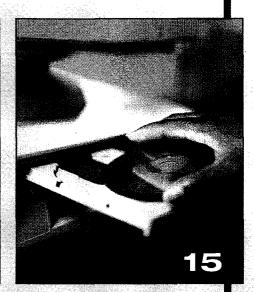




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employee services management

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The big picture

Take a step back and get on track

etails, details. Sometimes we get so caught up in everyday tasks that we fail to look at the big picture, let alone evaluate the impact our programs have on the bottom line. Periodically reflecting on our work keeps programs fresh. When we take the time to question the way we complete a project or plan an event, we can note what works and what needs to be changed. Without such evaluation, we risk falling into a rut—doing things the same way because that is how they are always done. Many of the articles in this issue will force you to take a step back to look at your current processes from a new perspective. While reading, jot down the frustrations you have with your company's processes. Sharing your comments and ideas with those responsible will help make everyday tasks simpler.

This month's cover story, "The New Core Business Strategy," page 18, invites the examination of your work/life programs to determine whether they are meeting the needs of today's society. Successful companies are integrating work/life programs into their core business strategies. Think about the level of importance your company places on work/life initiatives and make sure they are positioned as recruitment and retention tools. If management is not taking these programs seriously, prove their importance by presenting the statistics provided.

Turn to page 11 to learn about successful benchmarking practices in "Coming Out on Top." This article shows you how to obtain the benchmarking results you need to maintain cutting-edge employee services programs that benefit the bottom line. Learn what categories to benchmark and what to do with the results.

Are your department's files taking up too much office space? You may want to consider moving to an electronic filing system. But, before you can decide what to transfer to electronic files, you must learn how to manage your paper files. Turn to page 15 for "The Paper Trail," and find out what steps to take before you make the switch.

Here's a scary fact: your company could be basing its retention strategies on myths. According to a recent survey by Development Dimensions International, many companies are operating under old theories of what employees want. "The 10 Retention Myths," page 24, examines these beliefs and uncovers the truth. See how your company's efforts match up.

At this point in the year, it is likely that many of you are preparing budget reports and outlining annual goals. Determine whether you are accomplishing what you set out to do at the beginning of the year, and think about your employee services programs from a broader perspective. These articles will help you pinpoint what should be changed for the coming year. Good luck!

Rence M. Mule

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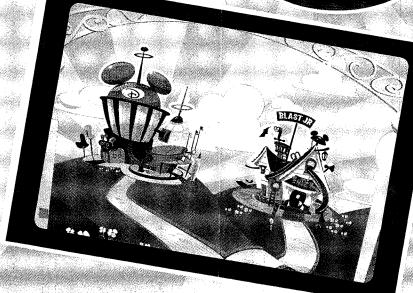
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Accessing the new online Member Resources Section is simple. Just log on to www.esmassn.org and click on the Member Resources Section button. You will be asked to provide an access code* that includes your five-digit member number and last name. Look for your member number on the mailing label of this issue.

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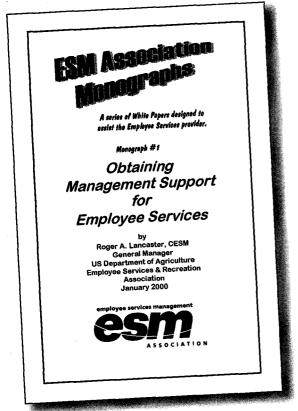
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Unsure of how to sell your employee services programs to management?



ESM Association President Roger Lancaster, CESM, general manager, U.S. Department of Agriculture, Employee Services and Recreation Association, takes you step by step through the process of integrating your employee services program into the goals of the company. By reading this white paper, you will learn:

- the four key ingredients to an employee services program
- how to align your employee services goals with the goals of the company
- how to prove that your employee services program impacts your company's bottom line.

This informative brochure is free to ESM Association members. Limit one copy per member, please.

f your company's leaders believe your employee services program exists only to make your employees "feel good," its time

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Recognizing STAR employees

Alaska Airlines' STAR program rewards employees and boosts attendance

By Lisa Hole

A laska Airlines, Seattle, WA, has implemented a fun and exciting program that encourages employees to come to work every day by recognizing them for perfect attendance. The STAR program, which stands for Saying Thanks For Alaska's Reliability, recognizes and rewards employees for dependability. Every employee has several opportunities to win perfect attendance awards, and this company doesn't skimp on prizes!

How it works

Alaska Airlines' Employee Services Division implemented the STAR program in January 2000. The primary goal was to create more reasons to recognize employees and celebrate their commitment to work. We also set out to reduce sick leave usage by 10 percent.

Employees are rewarded for perfect attendance quarterly and yearly. They compete company-wide as well as within their respective work groups, which are separated into the following five categories:

- Association of Flight Attendants
- Airline Pilots Association and Transport Workers Union of America
- Aircraft Mechanics
 Fraternal Association

- International Association of Machinists and Aerospace Workers
- Management, Mexico and Canada

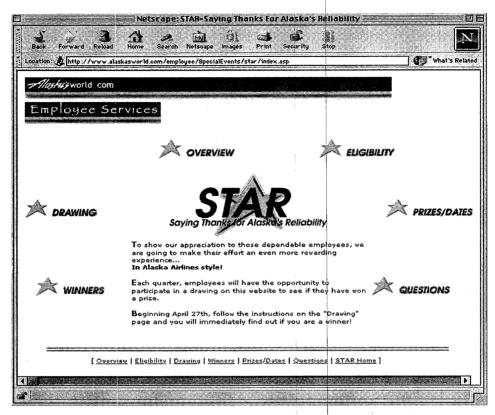
Quarterly drawings

Each quarter, 74 prizes are allotted proportionately to the work groups based on the number of employees in each group. The larger the employee group, the more prizes in their drawing. For each quarter of perfect attendance, employees earn a chance to win one of several prizes including laptops, portable DVD players, vacation packages, and gift certificates. Once employees have perfect attendance in one quarter, they are eligible to win a prize during any of the quarterly

drawings that year. Each employee is limited to one prize per drawing. Those employees with perfect attendance in all four quarters of the calendar year receive two round-trip D1 priority plane passes—standby tickets with a higher boarding priority. Drawings are conducted approximately four to six weeks after the end of each quarter. This allows time for verification of eligibility.

Grand prize drawing

Each quarter, those employees with quarterly perfect attendance are also entered into a grand prize drawing, scheduled for the end of the year. One winner is selected from each of the five work groups, with the exception of the International Association of Machinists



Alaska Airlines' Employee Services Division has its own section on the company website where the details of the STAR program are posted. Visit www.alaskasworld.com/ES/default.asp to view the site.

and Aerospace Workers, which ! has two winners due to its size. A random drawing is held to select six employees who are then invited to attend our recognition event, the STAR Celebration, held in Seattle, WA. The winners are invited to bring a guest to enjoy overnight hotel accommodations and dinner for two. But, that's not all. During this celebration, one lucky employee wins a luxury vehicle while the rest drive away with Dodge Dakota trucks. The luxury vehicle is the winner's choice of a Porsche Boxster, Lincoln Navigator, Toyota Land Cruiser, or a Lexus GS 400. Alaska Airlines pays the income tax, sales tax and the first year's license fee on the automobiles. The company also foots the bill for the prizes.

Notification

The winners are posted on the company's website and printed in the employee newspaper. On specific dates, employees can visit the website and enter an employee identification number to find out if they have won. The site reads the number entered and sends the employee an automatic response. Winners receive a certificate with instructions on how to obtain their prize.

The bottom line

So far, the STAR program has had a positive impact on the bottom line. Each quarter, the Payroll Department has run a sick-leave-usage comparison for 1999 and 2000. We have already exceeded our goal to reduce sick leave by 10

percent, and have also recovered the money spent on prizes through improved attendance. As long as the program is making a positive impact on employees, it will continue for years to come. With the chance of winning a luxury car, who wouldn't show up for work?

Lisa Hole is manager of communication and recognition for the Employee Services Division, Alaska Airlines, Seattle, WA. She can be reached at (206) 901-8876 or lisa.hole@alaskaair.com.



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By Neil Krupp

Coming out on top

Benchmarking to maintain competitive services

enchmarking, the process of comparing company policies and practices, is a common business tool. However, what a company hopes to achieve from the process can vary greatly. Most are satisfied when benchmarking reveals that the majority of businesses surveyed employ similar methodologies. Yet, benchmarking can be utilized for much more, including to determine how fast, and in what direction, the competition is moving.

An upper management team committed to being an employer of choice, wants to know which cutting-edge employee services programs top employers are offering to get ahead. The benchmarking process is an effective method for obtaining necessary information to catapult companies into the top five percent. Benchmarking results, when properly interpreted and utilized, provide an incentive for taking the risks necessary to achieve objectives.

Defining company concerns

For benchmarking to be successful, delineate the most important company concerns, the goals to be achieved and the characteristics to be benchmarked. Then, appropriate companies can be elicited for a thorough benchmarking analysis.

Deciding which companies and employee characteristics to benchmark is often difficult. One service company may choose to benchmark against companies of various industries with similar size, revenue, etc., while another may only

compare itself with companies in the same industry. You can never ask too many questions at the start of the benchmarking process; questions are the basis for achieving company goals. For example, one company may place an importance on family services to help employees balance work and personal lives, while another may be more concerned with offering a competitive voluntary benefits package.

When embarking on a benchmarking exercise, companies should choose criteria that match their goals. To obtain optimum results, prioritize company concerns and narrow your benchmarking focus to one employee services topic. For example, when deciding whether or not to revamp a convenience service program, you might examine these general categories:

- Services offered
- Participation figures
- Staffing/outsourcing
- Financial statistics: income/expenses
- Communication outlets for delivering services

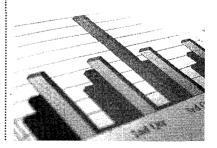
• Effects on productivity, absenteeism, morale, recruitment, retention, etc.

In addition to categories related to convenience services, other company-related information must be identified to narrow the scope of businesses that participate in the comparison process:

- Industry
- Total employee population
- Employee demographics
- Annual budget
- Location

Differentiating yourself

Businesses in the top five percent of their benchmarking criteria are in the enviable position of having leading-edge programs or operating under leading-edge philosophies. For example, some



The **Bottom** Line

companies offer discount booklets or buyer's guides to employees interested in purchasing discounted products and services. But, forward-thinking companies offer employees online savings programs, encouraging employees to shop at work. These services save employees the time of making phone calls to several suppliers or traveling to a store. The advantages are lower absenteeism rates and higher productivity.

Hard and soft costs

Hard and soft costs must be considered in tandem with benchmarking. Once you determine what other companies are doing and the change this means for your business, consider the costs

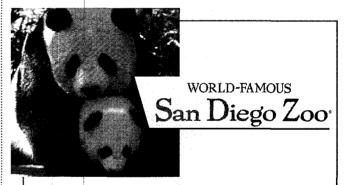
necessary to modify or completely overhaul your programs. Hard costs include money spent to support the company's human resources department, employee services, technology, and general overhead. Soft costs are the additional time and effort spent in developing new programs and helping employees use the services, which may not fall to the bottom line. When determining costs, it helps to calculate whether new programs will increase productivity, boost morale, reduce absenteeism, or retain workers. If the money saved in any of these areas outweighs the cost to implement and maintain the new program, your efforts will be worthwhile.

Conclusion

To continually recruit and retain quality employees, you must offer cutting-edge employee services programs. Benchmarking with other companies will help you remain competitive and meet your employees' needs. Once you have a variety of employee services in place, continue to benchmark every other year to keep your programs fresh and desirable. **esm**

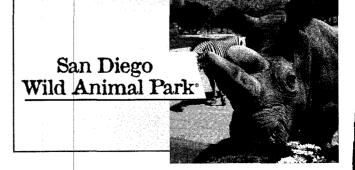
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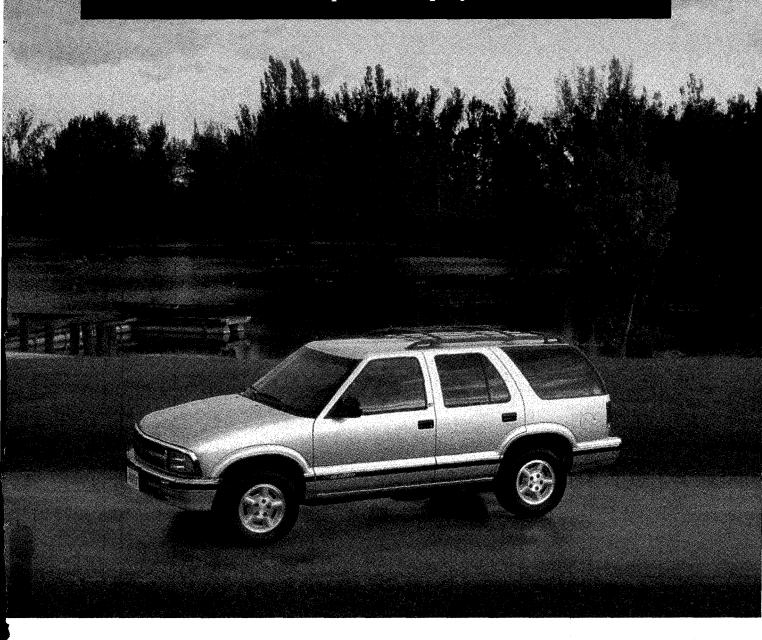


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By Barbara Hemphill

The paper trail

Can technology replace your filing cabinet?

The ability of an employee to accomplish a task or reach a goal is directly related to the ability to find the right information at the right time. To manage electronic information effectively, a company must first learn to manage its paper. There are four fundamental information management questions that a company must answer to manage paper successfully:

(1) In what form does information need to be saved?

(2) What should be kept or created?

(3) Who should keep the information?

(4) How can we remain organized?

Paper or electronic?

Only a small portion of the information that exists on paper today is worth converting to a computer-readable format. However, as the quantity of information received and generated by businesses increases, electronic storage options become more attractive.

There are two approaches to saving information electronically. One scans paper documents and stores them as images that can be viewed using a file-viewing tool such as Adobe Acrobat Reader. The other approach scans documents and converts the contents to computer-readable format (i.e., text) using optical character recognizing software. For storing files, optical recording technologies such as CD-ROM are cheaper, while magnetic storage using hard drives allows for faster retrieval.

To make the best paper-to-electronic decision, other issues must be decided, including whether documents need to be in color or

black-and-white, how many will need to be accessed daily, and whether records are handwritten or computer-printed.

The biggest advantage of electronic storage is saving space. Speed is also a benefit that is particularly attractive when electronic customer information is interfaced with a telephone system to identify callers. Even if you have to type a customer's entire name before retrieving their file, the resultant improvement in customer service can be remarkable. Expense and credit reports, invoicing, and documents relating to customer accounts are all candidates for electronic storage. Remember though, if the system is slow or difficult to learn, employees will quickly retreat to paper.

What should we keep or create?

Employees are reluctant to throw paper away. Whether motivated by old habits or a fear of needing to produce information immediately, the results are the same: overstuffed file cabinets and full hard drives. Even those employees storing vast quantities of information on CDs and other digital storage media have no guarantees, as the lifetime of such media is limited—causing employees to retain paper backup copies.

Clutter represents postponed decisions. Therefore, management must provide the criteria, methodology and tools to empower employees to make decisions. The more effectively a company learns to manage paper, the easier and more cost-effective it will be to move to electronic storage. Refer to your company's mission and goals. Information kept should directly relate to the business you are in, be necessary to reach company goals or be required by regulators.

Determine if any of the information saved in filing cabinets and computer drives can be compiled into a format that saves time, improves products and services, and even creates new revenue streams. For example, whenever an employee learns a new technique, such as how to create a new report from a particular software program, a How To can be written



Taming **Technology**

and made accessible to the entire office on the network. Consider what resource information you have in your files that could be packaged and sold to potential customers, or given as added value resources to existing customers.

Who should keep it?

Unnecessary duplication is a big factor in poorly-managed information taking up space and creating risk. If you have multiple versions of the same document, how can you be sure the document you are retrieving days, weeks, months or even years later, is the correct one? A simple step in solving the problem is to implement The Originator's Rule: Whoever generates a document is responsible for its retention. Instead of five employees on a committee filing minutes, one person should be responsible for the master file.

On a larger scale, companies should appoint someone to be in charge of making and implementing decisions about current information retention and storage as well as a system for it. Digging through someone's paper piles or frantically searching a hard drive for a desperately needed document is unnecessary and inefficient. A useful, standardized filing system is essential.

How can we remain organized?

Many companies face the problem of archive boxes filling storage rooms or costly off-site locations. While there is no quick fix for years of postponed decisions, avoiding the problem in the future is easy. Start making decisions about information with the papers on top of your desk today. According to the FAT System, there are only three choices for any piece of paper: File, Act or Toss. When you cut the FAT from your desk, move to the piles of papers on the floor, on the chairs and in the filing cabinet. Bring your recycling bin with you.

Conclusion

Paper is here to stay—at least for the foreseeable future. The portability of paper often makes it more desirable. A printout of a complex e-mail message that requires thought and discussion in meetings is far more useful than the electronic version. On the other hand, the ability to send information electronically, and let the user determine when and if to print it out, offers the best of both worlds.

Before this article reaches your desk, new technologies will be available to store and easily retrieve electronic information. Making the decision of whether to go electronic or remain paper should come only after a careful analysis of what information is important to you and your company, and a system is in place to support the decision.

Barbara Hemphill is the author of Taming the Paper Tiger at Home, Taming the Paper Tiger at Work and Simplify Your Workday. With 20 years experience consulting and speaking, she has appeared on national television and radio and has been published in numerous publications. She is CEO of Hemphill Productivity Institute, Raleigh, NC. You many contact Hemphill at (800) 427-0237.



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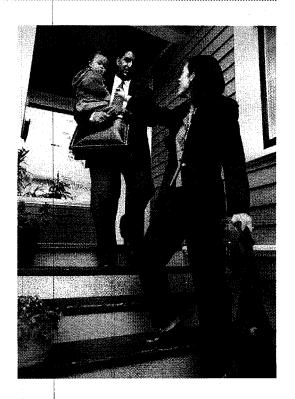
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The New Core Business Strategy

Companies succeed by helping employees maintain their jobs, their families and their sanity

By Laura Stack, CSP

ork/life balance is a hot business topic. With a deep commitment to both work and personal life, employees are finding it difficult to achieve this balance without sacrificing one for the other. At the same time, employers are struggling to attract and retain quality workers. Therefore, companies that offer programs and services to help employees achieve work/life balance come out ahead in recruitment and retention. If your employee services programs do not already include work/life programs, make it a goal to convince management of their benefits, and the high cost of doing business without them.



Social change

We live in demanding times and are being pulled in many directions. Corporate downsizing and restructuring have left fewer employees doing more work—a trend that continues even as the U.S. enjoys relatively strong economic growth. Training, technology, education, capital, and the general downsizing of staff have resulted in impressive gains in productivity, but not without cost. The worry of job security pervades the workplace and is combined with pressures to do more with less. It is no wonder stress-related illnesses cost this nation billions of dollars per year.

In addition, many companies have not actually benefited from their downsizing efforts. According to a survey by American Management Association (AMA), New York, NY, after downsizing, only half of the companies projected profits and only 34 percent exhibited increased productivity. An overwhelming 86 percent of companies saw lower employee morale.

Family life has also undergone structural changes. Over the last three decades, the number of women in the workforce has increased dramatically. Business depends on the skills of men and women. The divorce rate is up, and the number of single parent households is far above historic levels. The number of children living in poverty is high and increasing. Eldercare responsibilities, a challenge faced by many employees, will grow as the percentage of the population over age 85 increases. Employee perceptions are also changing as they question policies and attitudes that limit or preclude their ability to successfully combine work and life. Employers are expected to provide employee services that help balance work and personal lives. If they do not, employees are likely to go elsewhere.

Businesses must recognize that they are not immune to the consequences of social and family change, but rather are a part of the total work/life picture. Productive, socially-responsible citizens are essential to a stable society, and a stable society of productive workers is essential to a prosperous business. Profitability in business is inevitably dependent on the capacities, discipline and commitment of the workforce.

Employee-friendly companies are more profitable and competitive than companies that choose to honor only one stakeholder. The seemingly soft subject of work and family policies must become a pivotal business strategy directly linked to future profitability and workforce productivity.

Enter the work/life program

To counter the stress of today's workplace, more and more organizations are looking to work/life programs to help employees cope. Each year, *Fortune* magazine publishes the "100 Best Companies to Work for in America." Many of these organizations cite work/life



programs as their top tools for attracting and retaining the best employees and providing the company with a competitive advantage.

These forward-looking companies have begun to establish a new relationship with their employees. This is not about being nice or friendly. Work/life balance is about productivity and long-term economic competitiveness. Policies that facilitate stronger families lead to stronger companies and stronger societies. Companies do not exist in a vacuum. What we do at work affects our families, and what happens in our families affects our work. An African proverb states, "It takes a whole village to raise a child." An interesting corporate variation on that might be, "It takes healthy employees to sustain a company."

Support from research

Through empirical research, we can now prove that organizations that help employees achieve balance in their work and personal lives have a strategic advantage and higher retention rate over organizations that do not make these efforts.

Watson Wyatt Worldwide, Bethesda, MD, completed research that establishes a strong link between stock price and personnel practice at more than 400 publicly-traded companies, including Microsoft, Whole Foods and Time Warner. Investments made in employees, such as flexible work schedules and convenience services, can contribute to an increase in the company's stock price over time. If you do not help employees avoid burnout, the best and the brightest will eventually look elsewhere.

Chart A

RESULTS OF WORK/LIFE PROGRAMS

Multiply studies testify to the positive impact of work/life programs.

Resource and referral services

Work/Family Directions, Watertown, MA, estimates that employees save an average of 14.7 hours per year by using their resource and referral service. Eighty percent of this time had been spent during the workday.

Flexible schedules

Bank of America, San Francisco, CA, reports two-thirds of employees on flexible schedules would have quit if these work options were not provided.

Telecommuting

According to a survey by the International Telework Association and Council (ITAC), Washington, DC, employers who retain workers by offering telecommuting save \$7,920 per employee in replacement costs. This number reflects the assumption that organizations spend, on average, one-third of an employee's salary on recruiting and training.

Work/life policies

A study by Northwestern National Life Insurance Company, Milwaukee, WI, found that employees from companies with supportive work/life policies were half as likely to experience stress-related illnesses or job burnout, regardless of whether or not they participated in these programs.

Parenting support groups

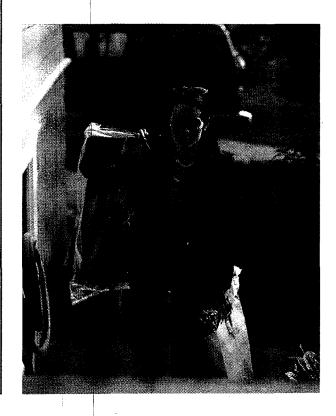
Waste Management Inc., Houston, TX, found a 50 percent decrease in benefits usage among employees using parenting support groups. This can be translated into a savings of \$1,600 per participant.

Sick childcare program

Honeywell, Morristown, NJ, estimates a savings of \$45,000 over and above the cost of its sick childcare program during the first nine months of implementation.

A survey by Sibson & Co, a Princeton, NJ-based management consulting firm, found that most companies believe the need for talent will increase over the next five years. Employee services providers must be able to prove that their programs attract workers. An Ernst & Young, Lyndhurst, NJ, and AMA survey of senior human resource executives reports that programs that invest in employee skills (such as training) and recognize their lifestyle needs (such as flextime and sabbaticals) are more effective retention tools than cash payoffs. Deborah Holmes, director of the Office of Retention, Ernst & Young, says, "Companies know that it takes more than money to keep employees. If companies help employees balance their lives between job and family, without penalizing their career development, people are less likely to leave for a few more dollars."

We have a great deal more to learn about the costs and benefits of work/life policies and programs. The relationships are complex, and it is difficult to calculate the benefits because the proper measurements are often lacking. Some people argue that the linkages are common sense. However, management often wants hard data, and you, the employee services professional, can provide it. From the research done thus far, there is considerable evidence in support of the positive results of work-family policies (See Chart A). It is up to you to use these statistics to



sell ideas to management and begin implementing the kinds of work/life programs that will retain your current workforce and attract new talent.

Conclusion

Organizations offering work/life programs have made positive strides in addressing the need for balance among employees. However, we need to move from a time when such work/life policies are seen as special accommodations, to a point where these policies are regarded as core business strategies. The payoff will be a win-win worldwide.

Laura Stack, CSP, is the president of Celebration Presentations, a training and development firm in Denver, CO, that caters to high-stress industries. As a professional speaker, her customized keynotes and workshops focus on balancing work and family, tightening personal productivity, managing multiple priorities, and reducing stress. Stack may be reached at Laura@ LauraStack.com or (888) 284-PEAK.

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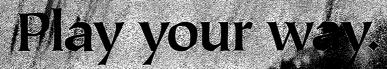
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The CORD Retention Myths

Many companies do not see the real obstacles to retaining employees

By Richard Wellins

ight years of economic growth, plus changing demographics, have made the economy a job seeker's paradise. Despite this challenge, many companies still base their employee retention efforts on myths. They do not fully understand the costs and problems associated with losing key employees, and they do not know what employees want. As a result, many valuable retention strategies are overlooked.

Survey respondents

Development Dimensions International (DDI), Bridgeville, PA, conducted two surveys entitled Retention Survey of Human Resource Professionals and Retention Survey of Employees. For the first study, corporate human resource managers and executives were asked how they measure employee turnover, why employees leave and what methods they use to retain employees. For the second study, corporate workers were asked to describe their level of job satisfaction,

rank their organization's efforts to meet their needs and indicate how important it is that those needs are fulfilled by their employer when deciding whether or not to stay with the company. The results of these two surveys uncovered 10 myths that hamper many organizations' retention efforts:

Myth No. 1: *The retention problem is declining.*Fact: Rather than decreasing, turnover is actually going into overdrive. The surveys show that 31 percent

of employees are dissatisfied or neutral about their jobs. Forty-two percent of the human resource professionals report higher turnover this year than last; 43 percent expect it to continue at the same level next year; and 31 percent expect turnover to increase.

Myth No. 2: Companies are doing everything they can to keep employees.

Fact: Ninety-eight percent of human resource professionals admit their organizations need to improve their retention efforts. However, only 44 percent say their organizations plan to overhaul their retention strategy in the coming year.

Myth No. 3: Employee satisfaction equals employee retention.

Fact: Although less than 10 percent of employees say they are dissatisfied with their jobs, more than a quarter of them—regardless of satisfaction level—plan to look for a new job within the year. Top reasons include limited opportunities for growth and advancement (74 percent), noncompetitive compensation packages (58 percent) and high stress/burnout (47 percent).

Myth No. 4: Human resource departments understand employees' needs and motivation.

Fact: There is a great disparity between how human resource professionals and employees view job retention. For example, human resource professionals ranked "finding meaning in one's work" last as a reason why employees quit. Employees cited the same category as the second most important factor in job satisfaction.

Myth No. 5: Retention is all about money.

Fact: When employees ranked the top reasons why they stay with a company, money was the fifth most important value. The most important values were the ability to balance work and personal life, meaningfulness of work, trust among employees, and the quality of their relationship with their supervisor or manager.

Myth No. 6: Today's employees do not care about organizational trust and loyalty.

Fact: Ninety-nine percent of employees surveyed consider trust in the workplace to be important, but only 29 percent of those employees report feeling a high level of trust within their current organization. Only six percent of human resource professionals selected lack of trust as one of the top five reasons why employees leave, again showing the gap between the views of human resource professionals and employees.

Figure 1

THE COST TO REPLACE A LEADER

The replacement cost for professionals and managers is increasing. The U.S. Department of Labor estimates the cost of replacing an employee is 30 percent of that person's earnings. Here is a breakdown of where that money is spent.

HIRING STEPS	COST
Administrative	
processing of candidates	\$400
Interviews	\$720
Candidate travel	\$1,250
Severance pay	\$4,000
Advertising/outsourcing	\$6,000
Orientation/training	\$15,600
Lost business	
opportunities & hidden costs	\$30,000
Relocation (family, house, etc.)	\$50,000
70	ΓAL: \$107,970

(Source: Development Dimensions International)

Myth No. 7: Companies have embraced new retention tactics.

Fact: The surveys demonstrate that some companies have adopted new tactics. Exit interviews, internal surveys, salary hikes, rewards, and open communication have helped many businesses fight job turnover. More than half the organizations surveyed have not tried the more cutting-edge tactics of offering stock options, assigning employees coaches or mentors, educating managers in retention, increasing managerial responsibility for retention, or offering job sharing, rotational assignments, and telecommuting.

Myth No. 8: It does not cost much to hire a replacement.

Fact: Human resource professionals estimate the average cost of replacing a manager at \$30,000. This finding is similar to the U.S. Department of Labor's estimate that the base cost of replacing a worker is 30 percent of that person's annual earnings. Looking more broadly at all costs, DDI's research estimates the cost of a poor hiring decision for a highly-skilled professional or leadership position to be \$107,970 (see Figure 1).

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Retention Withs

Myth No. 9: Only high-tech companies have retention problems.

Fact: Sales professionals, customer service representatives and support staff are changing employers more than any other professional classifications. Information technology professionals are in the top five retention problem groups, but are definitely not the only area for concern.

Myth No. 10: Organizations put more effort into retaining managers than they do any other group of employees.

Fact: Forty-one percent of organizations with a formal retention strategy are using it to retain employees with specialized skills. Only 27 percent use the same strategy to retain managers and executives. This may be why corporations worldwide are having trouble finding talented employees to fill leadership positions.

Conclusion

These surveys confirm that organizations need to adopt better strategies to fight job turnover. Organizations should first dispel the myths about job retention, then undertake a major, continuous initiative, using the latest assessment and retention techniques, to retain employees with skills and leadership abilities.

Richard Wellins is senior vice president of Marketing and Global Accounts for Bridgeville, PA-based Development Dimensions International (DDI), a global human resource consulting firm specializing in web-enabled leadership development and employee recruitment. He can be reached at (412) 257-0600.

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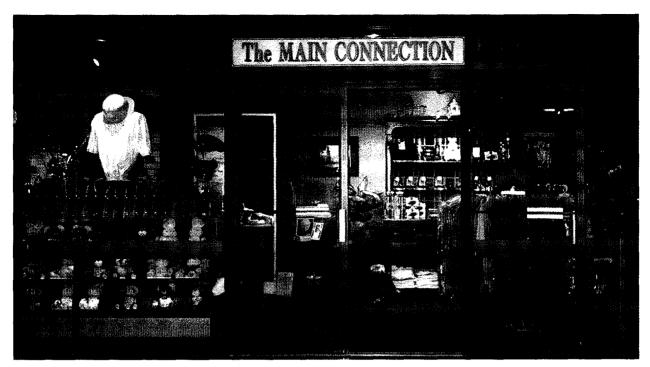
Opening an employee store becomes a reality for Memphis Light, Gas & Water

By Regina Allen

born when an employee says, "I need six baseball caps with the company logo on them by next Tuesday." You locate a supplier and discover that the minimum order is 25, so you put the extra caps on a shelf in the back room of the Employee Activities Department and gradually sell them to employees. You have the beginning of a company store, but no one knows about it.

Memphis Light, Gas and Water Division's (MLGW) company store, The Main Connection, Memphis, TN, began this way 15 years ago. Slowly, T-shirts were added to the shelf—one design only and just a few at a time. Over time, the Employee Activities Department inherited a trophy case as a display area. Budget constraints limited the number of items available. Storage was minimal, so stocking a large inventory was not

possible. With more than 2,600 employees spread out over the entire county, it was difficult to make the merchandise accessible to those employees who did not work at the main facility. But, a full-fledged store was only a dream due to budget constraints. It was the support from top management and the fierce determination of the Employee Activities Department that opened the doors to The Main Connection.



Memphis Light, Gas and Water Division, Memphis, TN, built its employee store on the main floor lobby of its Administrative Building.

Top management support

Herman Morris, Jr., president and CEO of MLGW and ESM Association's 1998 Employer of the Year, had a vision for an employee store to be built on the main floor of the Administration Building. Reconstruction of the main floor began with the installation of a museum. Located near the front entrance of the building and directly across the lobby from the Employee Activities Office, the museum showcases the company's rich history. The employee cafeteria was moved from the executive floor to the lobby and the Personnel Department completed the circle. The lobby became an inviting and accessible area for all employees, prospective employees, suppliers, and the general public. Therefore, this high-traffic area was an ideal location for the company store.

The logistics

The company budgeted \$32,000 for the store's construction and fixtures. In-house employees were consulted for supervision, electrical work and lighting. A 10' x 46' area outside the Employee Activities Office was enclosed with glass in metal framing to allow full view of the store's merchandise. Carpeting was added to further delineate the area from the marble floors of the lobby. Two existing marble support columns were encased with mirrors, disguising the columns and providing a sense of space. Track lighting was also installed. A local liquidation sale allowed MLGW to purchase racks and other display fixtures at tremendous discounts. The Employee Activities staff frequented flea markets, garage sales and searched company store-

rooms for items previously used in displays and trade shows that could now serve as decorative elements. The only items purchased at full price were two slatwalls with hooks and a cash register.

Suppliers

Two local manufacturers and ESM Association National Associate Members were selected to stock the store. At an annual arts and crafts bazaar, a pool of quality artists and craftsmen were discovered who agreed to provide items for the store. A MLGW retiree offered watch repair services at a reasonable price. At the grand opening, manufacturers were invited to sell items independently of the store. A portion of these sales was donated to charity.

Opening day

To involve all employees in the grand opening, a contest was held among employees to name the store. Selecting from over 100 entries, a committee chose "The Main Connection." The winner received a \$50 gift certificate to the store. Two runner-ups also received certificates. At the grand opening, Morris promised employees that The Main Connection would be a main attraction, and he was right.

Two months after construction began, we were in business. The Main Connection currently sells logo clothing, jewelry, greeting cards, gift wrap, and various sundry products, from battery-operated mini fans and flashlights to hand cream and special-order invitations. To make employees aware of the vast array of merchandise, price lists are available at each work center.



Employees can also order merchandise and have it delivered. Merchandise specials are promoted on MLGW's in-house television communications network and on the corporate intranet. Plans are underway to offer payroll deduction for purchases as well.

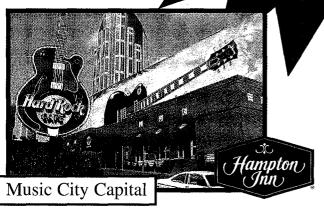
The Main Connection has been a dream come true. First day sales equaled three weeks of previous sales. The greatest satisfaction comes from the Volunteer Involvement Program. A portion from each sale funds volunteer projects such as Special Olympics, Junior Achievement and other community service programs suggested by employees. Thus, building an employee store has been a win-win situation for all involved.

Conclusion

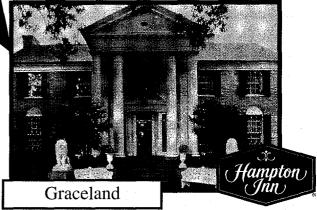
The Employee Activities Department's dream of an employee store became a reality because top management supported the project. Employees' interest in purchasing products at work was noted and their needs met. Management initiated the reconstruction of the lobby, and the Employee Activities Department found the resources needed to operate on a minimal budget. The result is a convenience service that helps employees balance work and life by allowing them to shop at work. esm

Regina Allen is coordinator of Employee Activities, Memphis Light, Gas and Water Division, Memphis, TN. She can be reached at (901) 528-4245 or rallen@mlgw.org.

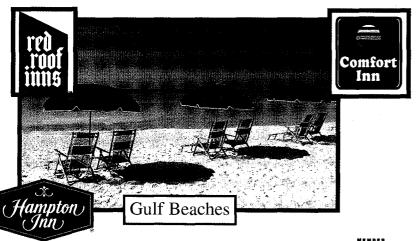




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Making time for Exercise

How to motivate employees to participate in fitness programs

By Dr. Jon C. McChesney and Effie Hadden

mployee services professionals are in the business of promoting maximum involvement in programs and services. Fitness programs, in particular, are greatly valued for their bottom line benefits, including improved productivity, morale, and health, reduced absenteeism, and increased job satisfaction.

Supportive environments

The types of fitness programs you choose to offer can promote or constrain employee participation. Programs that are supportive and interactive, those that include employees' families and friends, or those that reach specific target markets thus serving as social support groups, should be the foundation of your fitness program. For example, the Lexington Athletic Club's (Lexington, KY) pregnancy fitness class capitalizes on social support and increases the likelihood of building friendships due to the similarity of their situations. Other target markets you might consider include individuals recovering from a heart attack, those confined to wheelchairs, diabetics, those with high blood pressure or struggling to loose weight, and gender or age specific groupings.

Education

Educate your participants about fitness and related issues such as nutrition, stress and health. We are bombarded with contradictory and confusing health information. Therefore, the dissemination of specific, clear and consistent information is imperative to the thorough understanding of the importance of wellness. Individuals will begin and maintain an exercise regimen only if the outcome is understood and valued. Focus on having fun and feeling good through fitness, rather than a no pain, no gain mentality.

Employees need realistic expectations of their fitness involvement. Positive, sustained behavior changes are most likely when participants are actively involved in the planning and decision making processes, according to Karen Glanz and Barbara Rimer, authors of the

book Theory at a Glance: A Guide for Health Promotion Practice. In their book Fitness Motivation: Preventing Participant Dropout, authors Jack W. Rejeski and Elizabeth Kenney suggest that fitness staffs require employees to use a decision balance sheet to help with fitness decision making. Similar to a financial balance sheet, it identifies exercise benefits on one side of the ledger and costs on the other. Such an educational tool helps employees recognize the barriers to and benefits of participation.

Self-efficacy

Self-efficacy is the confidence an individual has that they will be successful in a specific type of activity. As a rule, we tend to select activities in which we feel we will have some success. "When people are forced to do things that they lack confidence in, their effort is half-hearted—an approach that almost guarantees failure," state Rejeski and Kenney. According to the study Commitment and Ego-Involvement in Recreational Tennis, conducted by T.C. Lam and K.L. Siegenthaler, our confidence decreases significantly after age 28, which correlates directly to decreasing athletic abilities. As confidence wanes, so too does involvement.

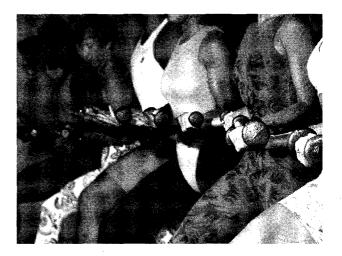
Aside from quality instruction and social support, self-confidence can be enhanced through the realization of goals. Therefore, your fitness staff should assist employees in setting these goals while ensuring the employee feels personal ownership of them. Goals should be short term, realistic, measurable, and attainable to avoid program attrition due to the participant's disappointment in their progress.

Reinforcement

Positive reinforcement increases the likelihood that the desired behavior will continue. Recognize employees when they meet their fitness goals by highlighting accomplishments in newsletters, on bulletin boards, on a wall of fame, or through verbal praise.

Extrinsic rewards, such as T-shirts, contests, water bottles, etc., that are used to tout a certain achievement, should be used carefully. Sometimes, when the reward is no longer available, participation decreases. Furthermore, Rejeski and Kenney warn that extrinsic rewards can leave the participant feeling manipulated, when the perceived control is removed. Their decision to join a fitness program should be for long-term benefits, not just for the sake of participating in a current event. However, when used on occasion, contests and incentives can lend an element of fun and healthy competition, which may strengthen the intrinsic value of, and participation in, the activity.

Antoinette Grech, fitness director, Idle Hour Country Club, Lexington, KY, developed a Climb Mount Everest contest to promote physical activity. Participants moved up the mountain based on the number and length of their workouts. To increase contest appeal,



they also received points for workouts occurring outside the facility. As participants climbed the mountain, they were rewarded with prizes. Grech says, "It was a great contest. The participants were definitely motivated to succeed, but more importantly, it created a fun challenge."

Conclusion

The majority of Americans are sedentary. In a Research Quarterly for Exercise and Sport article entitled, "Effects Of Proximity On The Choice To Be Physically Active Or Sedentary," by Douglas Raynor, Karen Coleman and Leonard Epstein, less than 25 percent of adults accumulate the recommended minimum 30 minutes of moderate-intensity physical activity most days of the week.

Physical activity is critical to health and quality of life, yet many employees feel they do not have the time for program involvement. A research study by the ESM Association Foundation, Oak Brook, IL, reported that the primary barriers to participation in employee services programs are a lack of time, and family and work commitments.

Focusing on activity motivation—where the participant feels capable of achieving success, is rewarded for their behavior, and finds the rewards attractive—will certainly boost program participation. It is up to the employee services provider to establish a supportive environment, educate employees, enhance self-efficacy, and reinforce positive fitness behaviors.

Dr. Jon C. McChesney is assistant professor, Department of Leisure Studies, Eastern Kentucky University, Richmond, KY. Effie Hadden is a student at East Carolina University, Greenville, NC.

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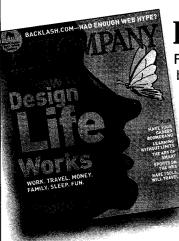
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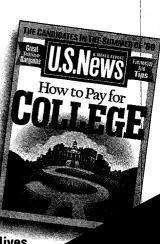
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By Michael P. Scott

Keeping it simple

Easy steps in helping employees deal with eldercare

ne day in the spring of 1989, while at work as director of Human Resources at a hospital in central Indiana, I learned that my mother had been diagnosed with cancer. Immediately, a myriad of thoughts ran through my mind: I love Mom and I want to be there for her, but I cannot assist her when I am 164 miles away. How do I approach my boss about taking time off? Will Mom need help paying for healthcare? Do I have enough money to help out?

Caring for my mom was a real wake-up call for me as I realized the overwhelming impact of caring for an elderly loved one. In 1989, caring for elders was not something employees discussed with their employers. Therefore, I was left to deal with the situation on my own. Today, eldercare has emerged as the greatest work/life challenge for working adults since childcare.

While it is estimated that one out of three employees is currently dealing with family eldercare issues on some level, very few employers are addressing eldercare as a workplace concern. As the population ages and continues to live longer, employed family members must evaluate their eldercare responsibilities, considering the needs of grandparents, aunts, uncles, spouses and siblings, as well as those of their parents.

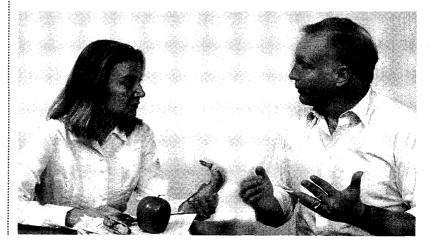
Eldercare assistance

To explore some of the steps you can take as an employee services professional, to help employees

avert a work/life crisis, I sought the advice of Joy Loverde, author of the internationally-acclaimed best seller, *The Complete Eldercare Planner: Second Edition* (Times Books), and director of the Chicago-based consulting firm, Silvercare Productions. Loverde offers the following ideas for assisting employees with eldercare issues:

1. Start Talking. Employee services professionals can play a vital role in creating a workplace envi-

ronment where employees feel comfortable discussing family eldercare concerns. "In my workshops, employees reveal that when dealing with an eldercare situation that requires them to be away from work, often they ask for time off under the guise of a childcare issue," Loverde explains. "They fear they will be viewed as unavailable and unworthy of future promotion if they miss work to care for an elderly loved one.



ELDERCARE SERVICES

To help caregiving employees and ease the financial burden of the company, employee services providers should consider offering the following eldercare benefits:

- 1. Flexible Hours and/or Telecommuting: By allowing employees flexibility in their work hours and enabling them to work from home—or from wherever needed—organizations can minimize productivity losses.
- 2. Consultation and Referral: Ninety-eight percent of companies on Working Mother magazine's list of "100 Best Companies for Working Mothers" offer eldercare resource and referral. Employees can tap into a network of providers to learn about various eldercare options including senior housing, community services and resources, financial and estate planning, assisted living, adult daycare, senior centers, home health care, support groups, and transportation services. Employers benefit when employees are able to access the information easily, rather than spending time researching options, often on company time.
- 3. Financial Assistance: Consider offering reimbursement or direct subsidies to help defray costs of visiting nurses, caregivers or respite care. Employers can set up pre-tax reimbursement accounts to help cover the cost of healthcare and eldercare services. For example, the IRS-approved Dependent Care Reimbursement Accounts allow employees to set aside up to \$5,000 annually per household before taxes. Employees receive a significant tax break they reap every payday, not just at tax time. Plus, employers save the 7.65 percent Social Security and Medicare tax, plus FUTA tax, on the funds.
- —Work/Life Flash, September 25, 2000

- Unfortunately, this may be an indication that eldercare is rapidly becoming the new 'glass ceiling' for today's workforce."
- 2. Educate. An effective workplace program starts with educating senior management on the bottom line implications that eldercare has on profitability and productivity. "The numbers are staggering," Loverde explains. "Eldercare costs employers over \$3,000 in lost productivity per employed family caregiver each year. This is especially significant if your workforce is primarily female, since three out of four caregivers are women."
- 3. Promote Planning. Setting up an in-house eldercare program requires planning and thought. Some companies spend thousands of dollars on resource and referral programs only to discover that few employees use them. "Not to worry," says Loverde. "Boost participation in resource and referral programs by promoting eldercare planning. Offer employees the specific information they need to plan for family eldercare on a short- and long-term basis. When eldercare providers are encouraged to plan ahead, they will make better use of your resources. They can think logically when they are in a state of planning rather than panic."

Conclusion

It is true that we cannot anticipate when an eldercare emergency may arise. However, effectively arming employees with the tools and information they need—ahead of time—will give them peace of mind. Consequently, employers will benefit with more focused and productive employees.

Michael P. Scott is a regular columnist for ESM Magazine and the author of the book, Catch Your Balance and Run Proven Life Management Strategies to Assist You in Today's Fast-Paced World. He can be reached at power2y@ix.netcom.com.

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To work effectively with her, be nonthreatening. Ask for her opinion and provide solutions that help her analyze the situation. Be aware of her over-commitments and help her monitor and manage her schedule. Encourage her to be honest about her opinions and feelings, yet hold her accountable to her commitments.

Freddie Fault-Finder

Freddie Fault-Finder tends to complain about others and whines a lot. He seldom takes responsibility for his actions and will blame his failures on others. He feels helpless to fix problems and is a perfectionist at heart. Freddie is not only critical of others but he is critical of himself. To maintain a quality working relationship with him, listen carefully to his generalizations and acknowledge his feelings. Then, ask for clarification and specifics. Guide the conversation toward problem resolution with specific alternatives and solutions.

Sarah Snake

Sarah Snake is sweet to your face as she nips at your back. She can be manipulative and insincere. Sarah will deny that she



is playing games as she lines up another attack. She tends to have a rigid set of standards to which she believes everyone should conform and, therefore, will bite when things are not going her way. To find common ground, confront her. This is best done by a group of peers who are directly affected by her behavior. Reinforcement by several coworkers that the behavior is unacceptable will help get the message across. Provide alternatives to her behavior. If possible, establish regular problemsolving meetings to allow issues to surface in a healthy manner.

Eddie Expert

Eddie Expert feels superior and tends to be condescending. He can be narrow minded and stubborn. He tends to mistrust the



ideas of others and will find a scapegoat if his ideas fail. He needs admiration and ego stroking. If he does not

have the answer, he will make it up. For a more productive relationship with him, listen to his opinion and respect it. Be sure however, to respect your own opinion as well. Whenever appropriate, give him credit in front of others. If it becomes apparent he is not the expert he conveyed, provide him with a way out.

Sally Space Cadet

Sally Space Cadet is oblivious to the task at hand. She is in constant crisis: the car broke down, the babysitter did not show or the computer crashed. Sally is focused on everything but the task at hand and is easily distracted by the crisis of the hour. To deal with Sally's behavior, explain why her responsibilities are so important to the company. Dramatize a bit to add urgency to the situation. Outline the steps necessary for completion of the project. Get her to buy-in and monitor her progress, providing continuous praise and recognition.

Harry Hostile

Harry Hostile is an aggressive bully. He is quick to anger, loves to intimidate others and throws tantrums when he does not get his

way. He believes he is right all of the time and will go to great lengths to prove his super-



iority. To work effectively with Harry, stay calm during his outbursts and above all, stand up for yourself. Maintain good eye contact, since his tirade will eventually run down. Prepare effective comebacks ahead of time and clearly state that you will not be his scapegoat or the brunt of his tantrums. Every bully wants to be accepted. Be friendly, avoid arguing and do not play his game.

Conclusion

Working with difficult people can be a challenge. However, you can deal with them effectively. Take the time to know their characteristics and understand their behavior. Practice your responses to their needs and behaviors. Remember, you have a choice in how to react and deal with difficult people. A positive reaction to negative behavior will always provide better results.

Eileen O. Brownell is president of Training Solutions, a Chico, CA-based firm, and author of the book, The 12 Secrets of Customer Care. Her expertise includes customer service, conflict resolution, communication, and team development. For more information on her speaking and training services and learning tools, contact Brownell at (888) 324-6100 or Trainstars@aol.com.



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By Eileen O. Brownell

Keeping the peace

How to work with difficult people

e cannot avoid them. Difficult people are everywhere. They can be your boss, coworker, subordinate or customer. They undercut your suggestions in staff meetings or make snide remarks about projects, coworkers or your ideas. Their negative attitude can have a broad-reaching impact by lowering morale, decreasing productivity and potentially causing the company to lose customers. The key to working with difficult people is to learn how to identify negative behavior and react positively and professionally.

Understanding the misunderstood

To understand an individual's behavior, find out what motivates the person. No two employees have exactly the same motivation. We can be motivated by needs stemming from love, growth, security, and physicality. Or, we are motivated by values based on beliefs and principles. Our self-esteem and attitude can also affect our behavior. The challenge is to identify, understand and work with all people effectively. While we cannot change coworkers, we can control our reactions and try to

understand what causes their behavior. Here are different types of difficult people and how to deal with their behavior.

Susie Silent

Susie Silent usually responds with one-word answers and is very tight-lipped. Typically, she

does not participate in conversations and will not reveal much, even when



asked. She tends to be shy and fearful. To work effectively with

her, ask open-ended questions, show appreciation for positive work and praise the behavior you want to reinforce. Also, allow enough time in conversations for a response, remembering to not interrupt a pregnant pause.

Nate Negative

Nate Negative is the chronic pessimist. He always sees a problem without a solution. He may suffer from low self-esteem, leav-

ing him feeling powerless in most situations. He often makes a mountain out of a molehill. His negativity can

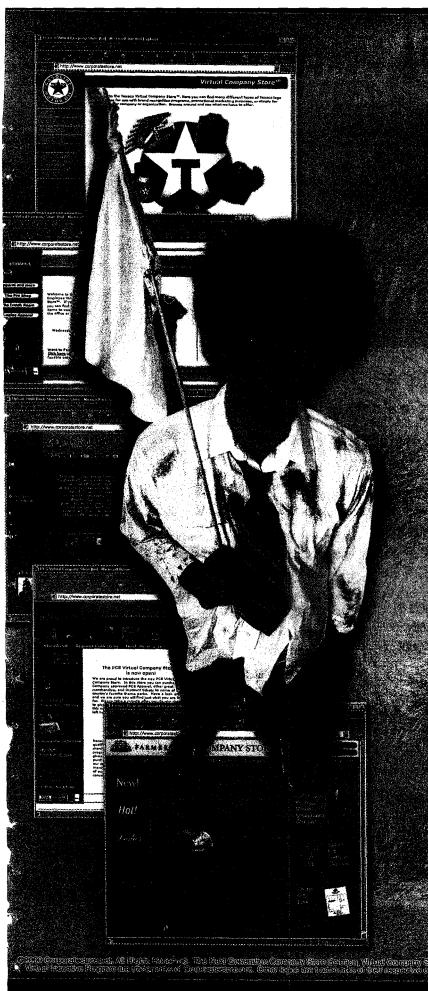


pull a company's morale down. React to his behavior by presenting the negative aspects of a situation before he does and then provide positive alternatives. Be optimistic. Do not be drawn into his negative opinions and argue or debate with him. Give him the opportunity to reevaluate a discussion and save face. You may find he will bow out of his negative position.

Annie Agreeable

Annie Agreeable can be overly flexible in her efforts to be liked and get what she wants. She is personable and over-committed. Annie is usually an extrovert who avoids disagreements at all costs.

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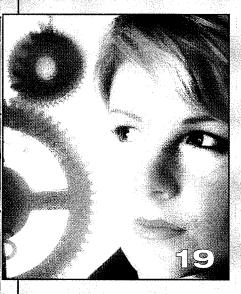




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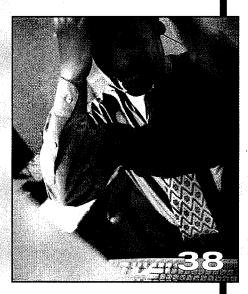
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The results are in

ESM Magazine helps you do your homework

in this issue, ESM Magazine arms you with the statistics you need to justify to upper management your programs, your position within the company and the latest programming ideas. We realize that you need facts that demonstrate the impact employee services have on the bottom line. For this reason, we have compiled the results of several recent studies that prove the necessity of employee services in corporate America. Quote the statistics from the articles when preparing management proposals.

Beginning with our own research in "Member Profile 2000," ESM Association presents the results of the Member Profile survey, examining the demographics and responsibilities of ESM Association members. Find out which employee services most companies offer and what our members personally oversee. The summary ranks the popularity of The 10 Components of a Well-Rounded Employee Services Program, points out which special events are most popular and measures the increasing growth of convenience services in the workplace. Use these statistics as a benchmark to remain up-to-date on the latest trends in the industry.

According to ESM Association's Member Profile, 87 percent of ESM Association member companies offer convenience services to their employees. "The 10 Components" article proves why these programs are needed in the workplace. The November 2000 Xylo Report: Shifts in Work and Home Life Boundaries found 75 percent of employees take care of personal responsibilities on the job, usually because they put in overtime at work and therefore lack personal time. In this article, obtain ideas for implementing an online work/life program that helps balance work and personal life and monitors employees' time spent on personal tasks.

The American Management Association (AMA) released the results of its Annual Electronic Monitoring and Surveillance Survey, finding that the number of companies monitoring their employees' use of the phone, Internet, e-mail, and computer files has nearly doubled in the last four years. The key to a successful surveillance program is clear guidelines that are openly communicated to all employees. But, does limiting the use of e-mail and the Internet affect employee services providers' ability to communicate programs to employees electronically? Read "Taming Technology" to find out.

Similar to road rage, desk rage is the latest workplace phenomenon resulting from stress and long hours spent at work, according to a study by Integra Realty Resources, Inc. Symptoms include arguing with other employees and breaking down emotionally. Read "Boosting Morale" to learn how to curb violent behavior and verbal abuse at work with easy-to-implement health tips for employees.

This season is a time for reflection and new beginnings. We hope this issue will help you implement new and creative service options that keep your employees coming back for more. Best of luck in the year to come!

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Beginning with the September 2000 issue, *ESM Magazine*'s Keynotes and Buyer's Guide Update departments will be exclusively available online in the Member Resources Section of www.esmassn.org.

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Accessing the new online Member Resources Section is simple. Just log on to www.esmassn.org and click on the Member Resources Section button. You will be asked to provide an access code* that includes your five-digit member number and last name. Look for your member number on the mailing label of this issue.

Keynotes

Click on the Keynotes button for the latest workplace trends. Keynotes provides employee services managers with short articles detailing work issues, quick tips, statistics and quotes. Use this information to get organized, learn new concepts and justify your programs to management. The new online format also allows you to view an archive of previous Keynotes articles.

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Click on the Buyer's Guide button to obtain a monthly listing of new National Associate Members, including their contact information and product descriptions. Then, view the entire online Buyer's Guide for a complete listing of products and services to meet your outsourcing needs.

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It's 11 am...

do you know where your employee is?

25 million Americans are unpaid caregivers

2 out of 3 caregivers work either full time or part time

the facts:

Total cost to employers for caregiver absenteeism: \$398 million[†]

Total cost to employers due to interruptions in the working day: \$3.8 billion[†]

Total cost to employers due to emergencies: \$1.1 trillion[†]

More than half of working caregivers had to make changes at work to accommodate their caregiving schedule, including arriving late for work, leaving work early, taking off time during the day.

Working caregivers say that they experience guilt, loss of productivity, frustration and helplessness as a result of their caregiving work schedule.

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Linda Rogers, Web of Care member

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† from the MetLife Study of Employer Costs for Working Caregivers based on data from Family Caregiving in the US: Findings from a National Study

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Employees tend to personal tasks at work

By Leigh Barer

eaving work at the office is no longer possible for many American workers, according to the November 2000 Xylo Report: Shifts in Work and Home Life Boundaries. Forty percent of employees put in overtime or take work home with them at least once a week. As a result, 75 percent of those surveyed report taking care of personal responsibilities on the job. The study was conducted by Xylo, Inc., Bellevue, WA, a provider of web-based work/life solutions used to attract and retain employees for *Fortune 500* companies. Results were compiled via a telephone survey of 560 full- and part-time workers.

The expansion of the traditional workday

The concept of a regular eighthour workday has changed dramatically. Forty percent of employees who work outside the home report that they work overtime or take work home at least once a week. Of those workers, 17 percent put in overtime or take work home every day. Fifteen percent put in overtime or take work home two to three times per week. Eight percent work beyond scheduled hours once each week.

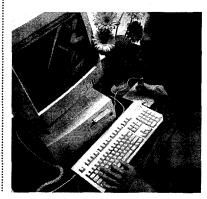
The traditional workday shift is occurring disproportionately among

specific gender groups and at certain income levels. For example:

- 19 percent of men reported working overtime every day compared to 14 percent of women.
- Employees with annual incomes of \$30,000-\$60,000 were over three times as likely to work extra hours on a daily basis than those making less than \$30,000.

Taking care of home responsibilities at work

Seventy-five percent of employees working outside the home take care of personal responsibilities at work at least once a month. Just over one-third of employees do so on a daily basis, 18 percent—two to three times each week, 10 percent—once a week, and 11 percent—one or two times a month.



Additionally:

- Employees who take care of personal tasks on the job every day spend an average of 1.35 hours per day doing so.
- Those respondents who take time out of their workdays only two to three times each week for personal tasks do so an average of 2.3 hours per week.

See Chart A for a list of the personal tasks that employees most frequently tend to at work.

Work/life solutions

Eighty-three percent of employees work away from home and 12 percent work exclusively at home.

Telecommuters working both at a traditional office and from home make up an additional four percent of employees. "With the majority of employees working away from home, it is no surprise that as the lines between work and home continue to overlap, American workers are increasingly faced with the challenge of effectively managing dual responsibilities," says Norman Behar, Xylo president and CEO.

Smart employers recognize this need and provide solutions to help employees balance work and life. Online services are the latest technique in the administration of work/life programs. In addition to offering services via an intranet site, companies also utilize printed catalogs and corporate discount cards to allow

employees to handle personal responsibilities more efficiently, so they can continue being optimally productive at work. Online work/life programs may include these services:

Professional services: Including information on local childcare

facilities, online bill payment, investments, and legal, real estate and mortgage advice.

Travel: Employees could book trips online with access to airline and hotel reservations as well as read articles on choosing a destination, travel budget planning, or finding the best deals.

Restaurants: Search for a restaurant by cuisine, location or price range with the option of making reservations online.

Shopping: Shop online via links to product and service sites including the popular categories of electronics, health, fitness, infants, children, gifts, and books.

upon your corporate culture. Consider which work/life services employees are requesting. Which services will the majority use? What type of program will boost productivity? How much money can be budgeted for the program? Then, decide whether it makes more sense to post work/life information on your intranet site, or commission a work/life solutions provider to design and implement a customized program that fits employee needs.

The structure and depth of your

work/life program should be based

Chart A

Personal Responsibilities Most Often Handled At Work:

Banking/bill paying ,	34 percent
Childcare arrangements	16 percent
Grocery shopping	12 percent
Medical research	12 percent
Making appointments	7 percent
Personal shopping	7 percent
Phone calls	6 percent
Gift buying	5 percent
Personal entertainment	
planning	3 percent
Personal travel planning	3 percent
Eldercare arrangements	1 percent
(Source: Xylo, Inc., Bellevue,	WA)

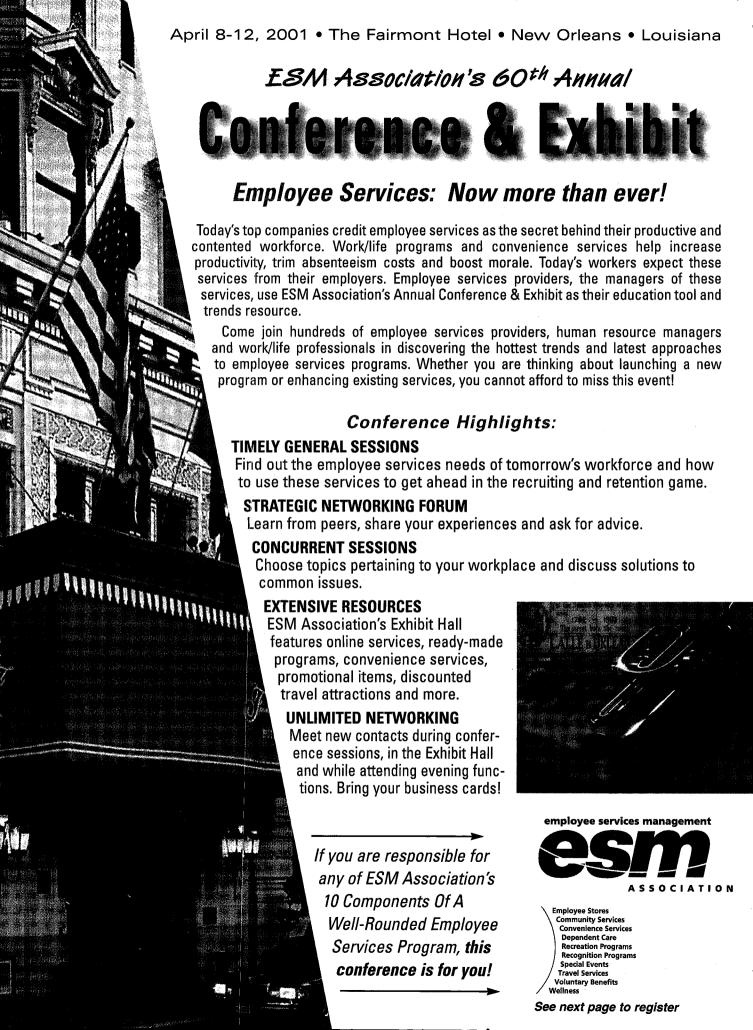
Local deals: Display national discount information for products and services by region.

Employee services tools: Event calendars, wedding announcements, classified ads, volunteer opportunities and more could be posted and promoted.

Conclusion

As long as employees are expected to work extra hours, the lines separating work and life will continue to blur. In an attempt to compensate for less time spent at home, overwhelmed workers will have no choice but to use company time to take care of personal responsibilities. Most employers can resolve this issue by applying one of two techniques. Use the company's Internet surveillance program to catch employees surfing the Internet for personal use, and then terminate them. Or, implement a work/life program to monitor and control productivity levels, while at the same time offering resources to help employees balance work and life. The question is where would you rather work? esm

Leigh Barer is public relations manager, Xylo, Inc., Bellevue, WA. Xylo helps companies strengthen employee loyalty by providing a private, online network of timesavers, premier savings and quick tips to balance the responsibilities of work and home. She can be reached at (425) 456-3930 or leighb@xylo.com.



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By Eileen O. Brownell

Follow the leader

"True leadership is for the benefit of the followers, not the enrichment of the leader."

-Robert Townsend, author, Up the Organization

here was a time when most organizational leaders were at the top of the hierarchy. They were autocratic and focused on their power, not the work of individual employees. Leaders were strong believers in the chain of command and very bureaucratic.

Today's leadership mindset

According to Larry Wilson, author, Stop Selling, Start Partnering, "Today's leaders are focused on vision, mission, and, most importantly, people. Contrary to popular belief, they are not autocrats; they are not in the position to be served, rather they serve." Leadership is a key component of an effective organization. Organizational leaders are responsible for predicting future needs, then stepping aside so staff can implement change and thereby serve customers at an optimum level. Strong, capable leaders formulate an organization's vision, stabilize or create a solid organizational foundation and structure, and then create an environment where employees want to do their best work for clients, teammates and the business.

Leadership qualities

What qualities will the 21st Century leader need to lead staff, provide optimum customer care and succeed in a rapidly-changing business world?

Have a visionary ability to see the possibilities in the big picture. True leaders motivate staff and key players to see the future. A leader gives employees a clear idea of where the organization is going and their important role in implementing the vision. The organizational vision must be repeated regularly, visualized, conceptualized, imaking decisions based on mini-

and embraced by staff so that its importance to the employee, customer, and the organization is fully understood.

Appreciate employees who complement your weaknesses. Secure leaders acknowledge their weaknesses and surround themselves with individuals who possess strong skills in their weak areas. They know that an organization with a solid foundation is able to satisfy all client needs. Regardless of the challenge, someone within the organization is able to work effectively with the customer.

Take risks. To move forward. leaders know they must be willing to take risks. This does not mean

mal information or choosing those that defy logic. It means being willing to support the recommendations of staff and allowing them to move forward on a project using their expertise, not the leader's.

Walk your talk. According to John Huey, contributing author, Sam Walton: Made in America: My Story, "Ninety-five percent of American managers today say the right thing; five percent do it." A leader who walks the talk is believable. The staffs' level of respect for a leader is largely dependent on how much the leader demonstrates his or her mandates.

Do not be afraid to say, "I goofed." The willingness to admit mistakes is a direct indication to staff that their leader is humble, vulnerable and human. Ironically, trust soars in a leader who can say, "I made a mistake." The staff is more likely to take the calculated risks vital for organizational growth when they know they will not be punished or condemned for mistakes they may make along the way.

Know the strengths and weaknesses of your people. In order to grow the team and the individual members, it is imperative to have a clear understanding of the knowledge, ability and skills of the staff. Leadership style, individualized training and development programs should be structured specifically for the highest benefit of each team member.

Empower your staff. Nordstrom, Inc., Seattle, WA, has one organizational rule: "Use your good judgment in all situations. There will be no additional rules." Once Nordstrom employees are trained, management steps back and lets them do their jobs without interference or micro-management. When staff is empowered to do their jobs,



self-esteem rises, clients become consistently satisfied as their needs are fulfilled, and ultimately the organization grows.

Grow your staff. Most employees want to succeed. A strong leader helps employees grow by providing support, training, resources and guidance. Employees may eventually move on to other organizations, but in the meantime, your business receives the direct and immediate benefits of increased skill levels, improved morale and greater employee loyalty.

Delegate responsibility. Strong leaders are not afraid to delegate. Individuals rise to the challenge when given new tasks to perform. An organization that is managed by a leader unwilling to give up control will likely never increase in size. Nor will the clientele be satisfied when decisions cannot be made without the boss's approval.

Communicate clearly. Communication is a never-ending process. Successful leaders are able

to clearly communicate the organizational vision at all levels. They also are able to collect departmental progress reports, analyze them and present results in a manner that everyone understands.

Be available and visible. Employees want to see their leaders. They want to know the leader cares and understands their daily challenges. This can only be accomplished if the leader is readily available to the staff and has first-hand knowledge of the tasks and duties performed.

Lead with integrity. People trust leaders who are honest and fair. Employees need to know they will be treated equitably. A successful leader is willing to show vulnerability to win the trust of the staff. Honesty creates a bond of trust within the organization between employees, clients, and suppliers, as well as the industry.

Conclusion

How well organizational leaders treat employees determines how the staff will respond both internally and toward the customer. If you desire employees who are not afraid to take risks, are willing to go the extra mile and want to be part of the business's success, then as a leader you must walk the talk, communicate the vision and grow and embrace the abilities of each employee.

Eileen O. Brownell is president of Training Solutions, a Chico, CA-based firm, and author of the book, The 12 Secrets of Customer Care. Her expertise includes customer service, conflict resolution, communication, and team development. For more information on her speaking and training services and learning tools, contact Brownell at (888) 324-6100 or Trainstars@aol.com.

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Under the microscope

U.S. companies increase electronic monitoring

The American Management Association (AMA), New York, NY, released the results of its Annual Electronic Monitoring and Surveillance Survey. Nearly three-quarters of major U.S. firms report that they record and review their employees' communications and activities on the job, including their phone calls, e-mail, Internet connections and computer files. This figure has doubled since 1997 and is driven by a dramatic increase in employers' interest in what employees are doing on their computers. One out of four companies have dismissed employees for misuse of telecommunications equipment.

"Employers have legitimate concerns regarding performance and liability. Likewise, employees have legitimate concerns regarding privacy," says Ellen Bayer, AMA's global practice leader on human resources issues. "To ensure effective and fair monitoring policies, AMA strongly recommends that companies create clearly stated and broadly understood policies on this subject."

More companies use surveillance

The growth of electronic monitoring has been explosive over the past two years. Fifty-four percent of employers report monitoring their employees' Internet connections. Thirty-eight percent review e-mail messages (up from 15 percent in 1997) and 31 percent review computer files (up from 14 percent in 1997). In efforts to control employee misuse or personal use of

telecommunications equipment, 55 percent of respondent firms use blocking software to prevent telephone connections to unauthorized or inappropriate phone numbers, and 29 percent block Internet connections to unauthorized or inappropriate websites. "Productivity suffers when employees randomly surf the Internet on company time. Additionally, employers can face liability issues when employees access pornographic or inappropriate websites that may offend their colleagues," savs Baver.

The larger the company, the more likely it is to engage in monitoring and surveillance activities. Broken down by business category, respondents from the financial services sector (banks, brokerages, insurance and real estate companies) lead the pack when it comes to monitoring their employees' e-mail, with 55 percent engaging

in this practice. Seventy-three percent in this sector monitor employees' Internet connections.

Communicating policies

"Internet monitoring is such a new area filled with so many misconceptions of what is proper, appropriate and legal, that employees and employers need to have a clear, mutual understanding of what each may and may not do," Bayer says. The AMA recommends that electronic monitoring policies be clearly defined and communicated to all employees via the following outlets:

- All communication channels, from paper to electronic media.
- Recruitment, orientation and training programs.
- Face-to-face meetings between managers and employees, allowing for questions to be answered and concerns to be aired.

Taming Technology

In all outlets, specific examples of misuse should be illustrated and accompanied by a consistent explanation regarding application of standards.

"Managers need to fully understand all the implications of employee monitoring and should become more proactive in terms of defining the benefits, needs and objectives of a surveillance program," Bayer says.

Surveillance and employee services

In some cases, employee services providers in multihatter roles are responsible for implementing electronic surveillance policies. Denise CESM, human Staudt, resources manager, Security Service, FCU, San Antonio, TX, helped create policies posted for the company's Human Resources Policy Manual. By working with other departments such as Management Information Systems and Risk Management, Staudt helped create specific definitions of appropriate and inappropriate eand Internet use. mail Through random spot checks and tips from employees, Staudt can use information gathered by electronic monitoring to discipline or terminate offending employees.

As employee services professionals often promote and provide services via e-mail and the intranet, ESM Association asked members if surveillance has limited their employees' ability to utilize services electronically. On the contrary, many companies promote the use of electronic media to administer and utilize employee services.

"Our company motto is 'Everything to the Net,'" says Phil Hall, CESM, manager, employee services, Compaq Computer Corp., Houston, TX. "It is the way the company and the Employee Services Department communicate." Companies that have employee services understand their importance and therefore, do not monitor the number of e-mails



employee services departments send out or limit the number of times employees can visit their employee services websites during work hours.

Conclusion

Although electronic surveillance restricts what employees can view on the Internet and via e-mail, most companies have reasonable policy procedures—restricting inappropriate behavior, such as the viewing of offensive material, rather than prohibiting information gathering, such as using online employee services programs.

Despite strict surveillance policies, many companies with employee services programs capitalize on the use of electronic media for sharing information and saving time. Clear policies help employees differentiate between appropriate and inappropriate behavior. **esm**

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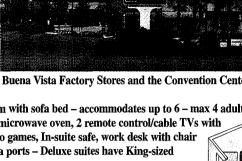
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Member Profile 2000

A closer look at ESM Association member companies

By Dannielle Tingwald

ho are ESM Association members, and what are their responsibilities? These two questions were the driving force behind the creation of ESM Association's Member Profile* survey. This year's Member Profile was revamped and expanded from its original version in an effort to gather data that defines ESM Association's member demographics, the scope of our members' employee services programs, and the job responsibilities of employee services providers. The findings have enhanced our members' networking and benchmarking opportunities, ultimately leading to a better understanding of both employee services providers and their profession.

Member demographics

The majority of employee services providers are female (80 percent). Sixty percent are multi-hatters—taking on various projects in addition to employee services management (Chart A). Ninety-two percent have access to the Internet. Employee services are provided through an employee association rather than an employee services department in 57 percent of the companies.



^{*} Member Profiles are distributed each year to new and renewing ESM Association members. The statistics were tabulated from Member Profile questionnaires returned to ESM Association between January 1 and July 12, 2000. The response rate was 34 percent.

Chart A

Who A	re Our	Members?	
Multi-H	atter	60%	
Full Tim	e i	23%	
Volunte	er .	13%	
Other		3%	
No Res	oonse	1%	

The remainder of the survey questions were structured around ESM Association's Ten Components of a Well-Rounded Employee Services Program (Chart B). Respondents were asked to mark the employee services programs offered at their companies, and indicate which programs they personally manage.

Special Events/Community Service

Ninety percent of ESM Association member companies hold one or more special events for employees. Holiday parties are held by 76 percent, with picnics (67 percent) and family events (55 percent) also ranking high (Chart C). Forty-two percent of employee services providers are responsible for planning the company holiday party. The employee services provider's role as event planner is intertwined with many of the Ten Components, as members also plan travel excursions and wellness and recognition events. Eighty-four percent hold community service events often including blood drives (70 percent) and employee giving programs (77 percent).

Convenience Services/ Employee Stores

Convenience services was the second most popular component among all Ten Components. Eighty-seven percent of companies offer them. These programs make it convenient for employees to run errands and buy gifts during lunch, keeping them productive. According to the Member Profile, helping employees save money is the number one factor in offering convenience services. Attraction tickets (77 percent) and cinema tickets (58 percent) are by far the most popular convenience services offered.

Thirty-six percent of member companies have employee stores. Merchandise sales are offered by 34 percent of member companies, and photofinishing and dry cleaning services are offered by 22 percent (Chart D).

Wellness

Wellness programs are offered by 87 percent of our member companies. Employee Assistance Programs are offered by 68 percent; CPR and First Aid Training follow closely at 60 percent; and health fairs (46 percent) are also popular. One-third of companies provide adult education programs, ergonomics consultation, employee health and fitness days, wellness screenings, and smoking cessation programs.

Recognition

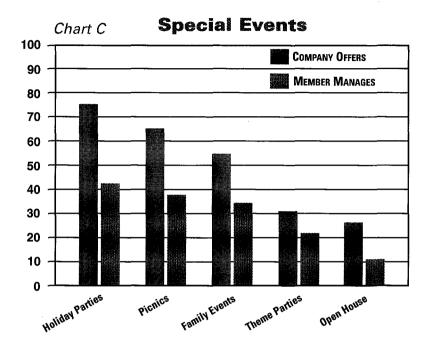
Eighty-six percent of member companies offer recognition programs. Years of Service Awards are most common, with 79 percent of member companies using them to reward employees. Results showed a trend toward the expansion of recognition programs to include recognition awards (64 percent) and achievement awards (55 percent). Although it is a new approach, 10 percent of respondents have already moved their recognition programs online.

Voluntary Benefits

Employees are turning to their employers to help them find the best value on voluntary, portable insurance policies, services and warranties. Voluntary benefits are offered by 72 percent of respondent com-

Chart B

THE TEN COMPO	NENTS RANKED
Employee Services Offe	% of Companies ering Component
Special Events	90 %
Convenience Service	s 87 %
Wellness	87 %
Recognition Program	s 86 %
Community Service	84 %
Voluntary Benefits	72 %
Travel Services	66 %
Recreation	65 %
Dependent Care	40 %
Employee Store	36 %



panies. The most common voluntary benefits are life insurance (69 percent), disability insurance (55 percent), and long-term care insurance (33 percent).

Travel Services

Sixty-six percent of ESM Association member companies have employee leisure travel programs. Car rental service and hotel/resort offerings are provided by

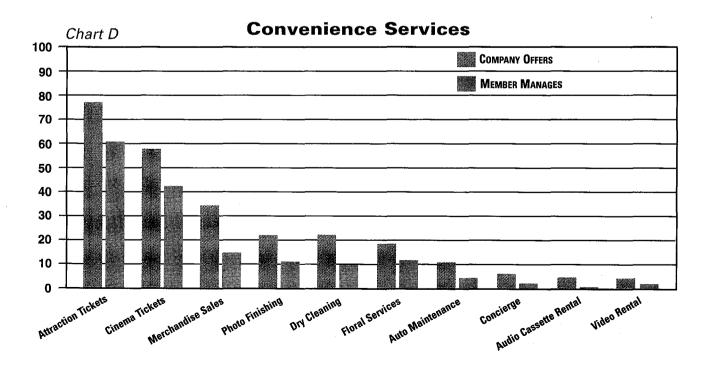
31 percent. Sporting events, bus and theater trips and cruises are offered by over 20 percent. Although 34 percent of member companies offer business travel planning in addition to leisure travel planning, very few employee services providers are responsible for this service.

Recreation

Sixty-five percent of member companies have recreation programs. Thirty-one percent of employee services providers oversee these programs. The top five recreation programs offered by member companies include golf (40 percent), softball (39 percent), basketball (31 percent), bowling (30 percent), and volleyball (25 percent). Over half of respondents reported having some type of recreation facility, with almost one-third of the companies providing employees with onsite fitness facilities.

Dependent Care

Forty percent of ESM Association members offer employees at least one dependent care service. Childcare and eldercare resource and referral services are standard dependent care services for 30 percent and 24 percent of member companies, respectively. Onsite childcare is offered by 10 percent of respondent



Member Bar 2000

companies, whereas onsite eldercare is only offered by one percent. Twelve percent provide emergency backup childcare, while only seven percent offer emergency backup eldercare. Dependent care subsidies are offered by 11 percent of member companies.

Work/life benefits

Most employee services help employees balance their work and personal lives. Some companies offer work/life benefits as a component of their overall employee services program. According to the Member Profile, work/life benefits tend to focus on educational opportunities and work/life balance. Eighty-two percent of member companies offer tuition reimbursement, 50 percent hold lunchtime seminars and 32 percent award employee scholarships. Member companies also offer work/life programs that address time management. Fifty-nine percent offer flextime, 30 percent provide family illness days, 28 percent have telecommuting options, 25 percent allow compressed work weeks, and 21 percent offer job sharing.

Summary

The top three employee services components offered by ESM Association member companies are special events (90 percent), convenience services (87 percent), and wellness (87 percent). These services are often used by employers to boost employee morale, increase job satisfaction, maintain a healthy workforce, and help employees balance work and personal life. The most common services personally managed by our members are convenience services (72 percent), and more specifically, attraction ticket sales (77 percent).

Overall, the statistics prove that employee services responsibilities are typically shared by a range of employees in various departments. This could be due in part to the fact that 60 percent of the respondents are also responsible for projects outside the realm of employee services. With the responsibility of employee services scattered throughout a company, employee services providers must work closely with other departments to successfully communicate services to employees.

What we do with the results

The survey results help ESM Association better serve our members. For example, because 72 percent of our members are responsible for convenience services, ESM Association has designed various member discount and convenience service options, including the



Buyer's Guide, online employee savings programs, as well as travel and employee store supplements to *ESM Magazine*. Since the ESM Association contact person is not the only employee managing employee services at a member company, ESM Association developed Individual Membership. This membership category allows additional employees who oversee one or more employee services component at member companies to join ESM Association at a discounted rate. The Member Services Department continues to analyze the results of the Member Profile and design new services aligned with our members' needs.

The data gathered from the Member Profile can also be used by employee services providers to establish an understanding of ESM Association's membership. Use this information to benchmark with peers and predict future trends. For a complete report on the findings of the 2000 Member Profile, contact ESM Association's Member Services Department at (630) 368-1280 or esmahq@esmassn.org.

Dannielle Tingwald is a graduate student in Recreation Administration at Indiana University, Bloomington, IN. During her internship at ESM Association Headquarters, Oak Brook, IL, she tabulated and analyzed the results of the Member Profile. Tingwald can be reached at (812) 855-4172 or dtingwal@indiana.edu.

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By Kare Anderson

Make your meetings memorable with experiences that stimulate the senses

hether you are planning a chapter event or a business function, there are certain elements that make some meetings truly stand out. It is not necessarily how much money is spent but rather how many positive, memorable experiences are created. Meeting planners, hotel staff and site managers can increase the possibility that attendees will rave about a meeting by enveloping them in memorable moments that involve key sensory combinations of smells, tastes, sounds, sights, and even touch. Tie this sensory experience into your theme to create an overall feel and add value throughout the event.

Conduct a sensory-exposures audit

To make the most of the event, conduct a sensory-exposures audit of all the images attendees will see, from pre-meeting mailings through the meeting itself and post-meeting reinforcements. Just as political campaigns have advance agents to walk through every step of an event ahead of time in preparation for what might occur, you too should mentally visualize each aspect of your meeting from the attendees' point of view.

Ask hotel and convention center staff for photos depicting the colors and patterns used in their eating, meeting and gathering spaces. Take notes on the color combinations during your site visit to be sure your

theme, colors and images are compatible.

Ask the hotel staff where background sounds (from piped-in music, other meetings, mechanical operations, catering procedures, or beyond the facility) occur in each meeting room you will be using. In which direction do the odors from the cooking and catering areas waft? Are the walkways carpeted? Is the carpet plush or thin? Is the facility signage large and easy to follow? How comfortable are the seats? Are there ample places to relax and converse between organized activities? Is there much natural light? Give serious consideration to these and any other sensory stimuli that may impact your attendees' experience.

Storyboard the meeting

Borrow a storyboarding trick from television advertisers. Write out the meeting story as a three-part series of exposures: pre-meeting, meeting and post-meeting. Draft a brief description of each exposure chronologically, as it is most likely to be experienced. Then, categorize each as positive, negative or neutral. For example, a positive exposure might be candid photos taken as attendees enter the opening-night mixer. The pictures could be placed in frames inscribed with the meeting theme and hung in the breakfast room the next day as a souvenir. Long treks between meeting rooms would be considered negative exposures, while conventionally decorated hotel rooms provide neutral exposures. List what attendees will see, hear, smell, taste, and touch. How many of the senses can be included in each exposure to make it more memorable?

Develop solutions to negative exposures. Generate interest and excitement during the long walk between meeting rooms with a series of messages placed along the way. Messages could build suspense as to the identity of award recipients, an entertainment event with a surprise guest, or a trivia contest that encourages attendees and suppliers to mingle. Be creative and think fun.

Stir the senses

Think of the meeting as a theatrical production. Consider the attendees' every waking moment and plan opportunities for positive exposures—not through increased cost but through changes in planning.

Paint a vivid picture of your event. Prior to the meeting, send a series of postcards (with increasing frequency as the event date approaches) offering reasons to attend and to sign up early. For example, the first postcards for a midwinter meeting in a sunny locale might be a series of images of water and a glowing sun with a message telling attendees to prepare for sunshine and sizzling topics. Scent the paper with coconut suntan lotion. Send companion messages via e-mail, directing attendees to your website for a meeting preview and special promotions.

Coddle your attendees from the beginning. Consider having a team of people greet arrivals at the meeting room door with a welcome gift. Make the gift enjoyable to see, touch and taste. Have a second gift waiting for them at their seats, perhaps something as simple as a contest announcement. The more attendees feel cared for up front, the more they will perceive subsequent meeting experiences in a positive light, leading to greater participation.

Foster emotion and add playtime. In all down times, from registration to coffee breaks, plan amusements that catch the eye or that people can hold, play with or











hear. For example, have clowns, ventriloguists or magicians roam the gathering areas around the meeting rooms to build movement, excitement and involvement. Mimes might follow and imitate attendees in gentle fun, perhaps giving mementos provided by suppliers.

Let them see themselves having fun. Get attendees involved and interested soon after they arrive. The best method for motivating attendees is to put motion around them to encourage their involvement. For example:

- A videographer can capture attendees' opinions on a meeting topic or fond memories of a favorite fellow attendee for later use in a continuous-feed loop shown on television monitors in gathering places between meeting rooms. Tip: always place monitors at eye-level for maximum impact.
- Several photographers with instant cameras can photograph groups and individuals. These can be taken to a local copy center and produced as enlargements for a meeting mural placed on a central wall that attendees pass frequently.

Eavesdrop on conversations. Consider adding localized sound, using portable tape or disc players, along the paths attendees walk at strategic times and in excitement-starved places. Use music related to the meeting theme, sound bites of attendees who have been interviewed about their advice or praise for their peers or lively conversation between meeting leaders about the meeting's high points. Change the tapes periodically so attendees can look forward to new experiences. Tip: the security of these devices is a consideration, so place equipment where staff or volunteers can see it.

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Create high-tech/high-touch memories. Before the meeting begins, lay out a post-meeting newsletter filled with speaker comments, award announcements and news of important dates. Include call-to-action items such as registration for the next meeting or committee volunteering opportunities.

Leave places for photos and attendee comments gathered during the convention. Near the end of the event, fill the holes left in the newsletter. Quick-copy and label it on the last day of the convention so attendees receive this unexpected meeting memento soon after returning to work. Send an e-mail version of the newsletter also, with a thank-you-for-participating message.

Further reinforce meeting memories. A week later, send a gift pack provided by suppliers, along with product offers and your message again thanking attendees and reminding them of the calls to action. Few meetings include immediate follow-up to attendees. Fewer still follow up more than once soon after a meeting. Stand out so they will step forward for your next meeting.

Conclusion

To make meetings memorable, stimulate attendees' senses with exciting, hands-on experiences. Remember to consider every element of the event and surprise your attendees with creativity. Adding special touches to a regular meeting will arouse positive emotions and help attendees feel as though they participated in an extraordinary event. The results are higher perceived value and increased attendance at future functions.

Kare Anderson is a national columnist, nine-time author, publisher of an online newsletter, and speaker with expertise in communication skills, leadership, marketing and sales. She can be reached at kareand@aol.com.

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The facts about Job Sharing

Creating a program that works

By Nina McGuffin

hen Lynn Marino, division manager, AT&T Solutions, Florham Park, NJ, wanted time off to spend with her children during their summer vacation, her absence could have put a major strain on her staff. Instead, Marino's job-share partner Maria DeSimone, held down the fort and kept things running smoothly. "Maria even responded to e-mail messages in my inbox prior to my return," Marino says. "As a result, I was not buried in a month's worth of work and was able to hit the ground running when I came back to work."

Although there are many benefits to job sharing, including improved efficiency and greater coverage when employees are off for vacation, sick days or training purposes, a recent survey by the Society of Human Resource Management, Alexandria, VA, shows that only 22 percent of companies offer job sharing. This may be due to a lack of understanding about how job sharing works and how it benefits employers as well as employees. Here are some facts about job sharing and how the experience has benefited employees and their companies.

Fact #1: *lob sharers are committed workers.*

In many cases, job sharing is used to retain peak performers who have shown a high level of commitment to their work—a commitment that does not end with

the job share. This was the case for Tracey Douglas and Kristin Leahy, who share a developmental editor position at McGraw-Hill, Burr Ridge, IL. Both Douglas and Leahy admit that working too much is often more of an issue than working too little. Jeff Shelstad, their supervisor, agrees, "If anything, my biggest concern is that they are overcompensating for each other by working more than part time."

Fact #2: Job-share teams can increase productivity.

Although it is true that implementing any change in how work is done takes time and effort, the dayto-day interactions required between job-share partners actually fosters productivity as they often feel personally accountable to one another. Douglas says, "Kristin and I each try to take a project as far as we can before we leave for the day. We want to tie up as many loose ends as possible for one another." The most efficient job sharers perform as a self-contained unit, minimizing duplication of efforts for supervisors, coworkers and clients.

Fact #3: Even management positions can be shared.

Job sharing works best when employees are placed where they are needed most. Shari Rosen Ascher and Maggie Sisco shared the vice president of sales position at Interep Radio Sales, New York, NY, before starting ShareGoals, New York, NY, a consulting firm that assists employees and management with the planning and implementing of job sharing. Communication is of utmost importance. Ascher says, "We were so committed to creating a seamless job share at Interep that we came up with one name—Team Shaggie—so coworkers and clients would know that when they communicated with one of us, they were speaking to us both."

Fact #4: Job-share teams do not need to fit into a position originally created for one person.

When designing a new position or analyzing whether a current job is right for a job share, managers and human resource professionals should not feel constrained by the one-job-for-one-person paradigm. ShareGoals recommends clients implement job shares where each professional works three days per week with a one-day overlap. "This means that a challenging position can be covered by 1.2 employees, allowing for better coverage," Ascher says.

Fact #5: Work styles should complement each other.

Although job-share teams must share a common vision and similar quality standards, differences in what each team member brings to the position are actually beneficial. For example, Marino and DeSimone approach problems using complementary approaches. As DeSimone points out, "What I most admire about Lynne is her big-picture approach to problem solving." Marino rejoins, "I have really come to rely on Maria's ability to dig deep and tackle the specifics of a particular issue." They agree that their combined talent creates a two-for-one skill set and is one of the key strengths of their partnership.

Getting started

Once human resource professionals know the facts about job sharing, they can encourage employees to consider this work arrangement by creating an effective program that furthers the objectives of their organization and meets employees' needs.



- Empower employees by providing the right tools. Because most successful job shares are the result of an employee choosing a job-share partner, the primary role of human resource professionals is to provide tools that empower employees to consider job sharing as a solution to work/life needs. One such tool is a sample job-share proposal that includes all the information management requires for approving a job share. It provides employees with an example of how to make a strong business case for why a job share can work in that particular situation.
- Create a clear policy. A flexible, well-written policy is the cornerstone of any successful job share program. The policy should give information about how job shares work including clear parameters for when a job share is appropriate and recommendations for its structure. The policy can also address specifics such as how vacation time is allocated.
- Integrate the program. Work/life initiatives such as job sharing need to be designed to dovetail with other management activities. At Baxter International, Deerfield, IL, a global pharmaceutical company, flexible work arrangements make up 15 percent of job postings. According to Donna Namath, work/life initiatives manager, this is because work/life initiatives have been successfully integrated into management processes. "Flexible work arrangements are not only integrated into the job posting system, but the management team is held accountable for assisting employees with work/life needs," Namath says. She believes that this integration has created a competitive advantage for Baxter in hiring and retaining workers.
- Designate a job-share champion. An appointed job-share champion—someone in middle or upper management who is enthusiastic about what job sharing can do for the company—can help promote the



Job Sharing

program internally. At Baxter, this champion is Harry Kramer, the current CEO. When Baxter initial-Iv launched flexible work arrangements on their internal job posting system, Kramer, then CFO and a supporter of the company's work/life initiatives, agreed to be the voice employees heard promoting the new program when they called an 800 number to learn about new positions. The champion does not need to be the CEO, but must be someone with influence who is committed to the job-share program and willing to talk about and support it.

Conclusion

When properly understood and implemented, job sharing can unleash the best in your workforce. DeSimone and Marino's job share at AT&T Solutions may provide the greatest testament to the benefits that job sharing provides to employer and employee. While Maria DeSimone is taking a class that keeps her out of the office for three days, Lynne Marino is working with their staff to take care of AT&T's important accounts—a win-win for everyone.

Nina McGuffin is work/life coach, Equilibrium Coaching & Consulting, Chicago, IL. She collaborates with organizations to implement flexible work arrangements through policy development, workshop facilitation and one-onone coaching with managers and professionals. McGuffin can be reached at nina@equilibriumcc.com.

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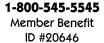


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Teamwork

Aiming Hallesia

Launching high-performance teams

By Martin J. Rosenthal

ompanies create cross-functional project teams to implement technology, develop cutting-edge services, launch new programs, and lead other complex initiatives in the workplace. Many people, when asked to give an example of a career high point, cite a successful team effort. Yet, in a constantly accelerating marketplace, we find more time is spent getting teams back on track or stepping in when the team does not deliver.

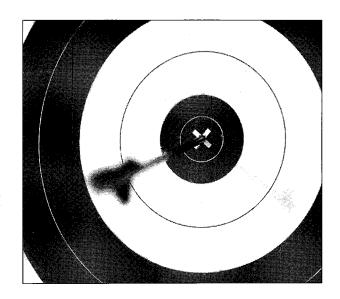
What is the difference between the team that you remember as a career high point, and the one you pulled out of the ditch? Often, it is the time spent up front. Ensure that you and the team can answer and agree on these four simple questions:

- 1. What is the team doing?
- 2. Why?
- 3. How will we accomplish the work?
- 4. Who is involved?

If you do not answer these questions, you are essentially firing before aiming.

Attributes of a highperformance team

Most teams launch into work quickly, feeling they know what has to be done and striving to meet deadlines. However, you may find that each team mem-





ber has a very different view of the four simple questions: what, why, how and who. A survey of 400 companies conducted by Interaction Associates, San Francisco, CA, found three common internal barriers to optimal team achievement:

- 1. Team members lack the influence to gain support of key stakeholders;
- Appropriate goals are not set for the team and therefore no plan is built or implemented to reach them;
- Little time is spent in planning how to work together.

Overcoming the barriers

A quality team embodies these specific traits. Focus and align your team to best position it for success.

- Shared and meaningful purpose: What is the team's business purpose? Why is this work necessary and important? What are the consequences for the organization if the team does not deliver? What is the vision of what can be achieved?
- Specific and challenging goals: What are the measurable results to be produced? What are the key deliverables and goals that must be carried out? By what date must the goals be reached to stay on track and achieve the vision?
- Common and collaborative approach: How will the goals be attained? What is the project plan? What critical working agreements need to be made? What is the strategy for communication and involvement with key stakeholders?
- Clear roles: How will the responsibilities for specific team functions and tasks be distributed? What are the roles of the sponsor, team leader and team members? How will key decisions be made and who will make them?

• Complementary skills: Does the team composition ensure the right combination of knowledge, ability and experience required to perform effectively? How will complementary skills be used to support each other? How will gaps be addressed?

Answers to these questions provide the framework for effective collaboration and true cooperation among team members. For example, developing and agreeing on the details of the project plan allows team members to decide on realistic, ambitious goals to which they all can commit. When allowed to negotiate their own challenges, team members are more likely to support each other, work harder to fulfill commitments and feel more confident about meeting project goals.

The alternative is the forced march—team members reluctantly agreeing to mandated goals that they do not believe can be achieved. When they then fail, the original belief that the goals were unrealistic is simply confirmed.

From launch to action

The team is not truly launched until team members are in agreement on the four key questions. By investing time up front to create clarity of purpose, goals, an approach, roles, and skills, the team will be able to move rapidly toward success. Members will then have a clear set of expectations that can be used to monitor and evaluate their progress without needing micro-management.

Martin J. Rosenthal, senior associate, Interaction Associates, San Francisco, CA, helps organizations align their corporate cultures with their strategies and values. Interaction Associates has more than 30 years of experience empowering organizations to find breakthrough solutions to business challenges. Rosenthal can be reached at (415) 241-8000 or iasf@interactionassociates.com.

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By Michael P. Scott

The spiritual movement

Companies help employees restore equilibrium with the latest health promotion programs

ellness, lifestyle enhancement, integrative health—these buzzwords are heard in today's progressive workplaces. There is a growing movement toward offering healing therapies and practices that restore and maintain the mind, body, spirit, and emotions of employees. Such employee services initiatives are key to attracting and retaining top talent. Those employers placing rejuvenation and healthy living at the top of the agenda will be well positioned to thrive.

Spirituality: A growing trend

According to Hewitt Associates, Lincolnshire, IL, 91 percent of companies offer health promotion programs, up from 64 percent in 1992. Employee services professionals are providing a myriad of programs and services ranging from aerobics classes and fitness center programs to kickboxing, yoga, healthy eating education, and cancer screenings. Across the country, employees are benefiting from this greater concern for mind/body health: Medtronic, Minneapolis, MN, has an employee meditation room; Boeing, Seattle, WA, offers yoga and tai chi classes; and William Blair and Co., Chicago, IL, provides 10-minute seated massages once a month for employees.

Program tips

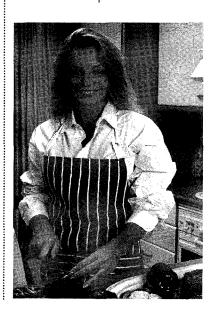
Healthy cooking classes are one of the more popular health promotion programs offered by companies. "These classes are exploding in interest as companies recognize

that working long hours can mean missed meals or unhealthy eating habits for employees," says Zonya Foco, registered dietitian and author of the best-selling book Lickety-Split Meals for Health Conscious People on the Go. Assisting employees with healthy meal preparation and onsite food options enhances energy, impacts overall health and may also increase productivity. "Food is a fun topic, and an enjoyable work atmosphere can equal high morale," Foco says.

The Memorial Hospital for Integrative Healing, South Bend, IN, works with area corporations to develop therapies and educational programs for employees. Classes and consultations are available through a group of pracwith expertise titioners acupuncture, massage therapy, meditation, nutritional counseling, reflexology, stress reduction, yoga and tai chi. Pam Maddox, healing arts practitioner for the hospital, offers the following advice for

employee services professionals seeking to establish these kinds of health and wellness programs.

1. Create sacred places at work. Many companies have established a place where employees can retreat for quiet, restorative breaks—a comfortable environment where employees can pray, meditate or nap.



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- **2.** Conduct regular health fairs. Spice up your health fair by offering seated massages, introductory yoga classes or reflexology sessions. Request services from healing practitioners or teachers from a hospital in the area.
- 3. Distribute a health and wellness newsletter. Many healing centers, such as the Memorial Hospital for Integrative Healing, develop newsletters on timely health topics for employee distribution.
- 4. Integrate holistic health programs into your flexible benefits package. In addition to more traditional benefits such as health and dental insurance, add yoga classes and nutritional counseling options to your employee services.
- **5. Explore environmental enhancements in the workplace.** This may include full-spectrum lighting instead of fluorescent, or having a Feng Shui expert explore spatial changes that may create greater harmony in the workplace.
- **6.** Offer Lunch & Learn seminars. Stress Management and Spirituality in the Workplace are popular topics. Invite an expert to discuss such subjects during a brown bag lunch.

Bottom-line benefits

The payoff on diverse health promotion efforts can be significant. Once spiritual programs are in place, track their success by comparing previous company statistics to those after implementation. Security Benefit Group, Topeka, KS, went through this exercise after building a wellness center and discovered that they saved nearly \$68,000 in productivity costs and over \$46,000 in insurance premiums since adding the center. Their return on investment proved the company's need for these types of programs.

Conclusion

With employees putting in more hours at work, it is up to employee services providers to help them remain balanced. Adding healing therapies and practices to current health promotion programs provides employees with more options for maintaining their health. As long as Americans continue to place an importance on spiritual healing, these programs will thrive.

Michael P. Scott is a regular columnist for ESM Magazine and the author of the book Catch Your Balance and Run: Proven Life Management Strategies to Assist You in Today's Fast-Paced World. He can be reached at power2u@ix.netcom.com.

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By Jeff Barge

Desk rage

Pressure at work drives some workers to anger and violence; health promotion can help

ong hours and stress have created a growing workplace phenomenon called desk rage. This is when employees under pressure frequently argue with one another or emotionally break down. Increased pressure is driving workers to tears, insomnia and illness, according to a study of American workers by Integra Realty Resources, Inc., a New York, NY-based real estate advisory and appraisal firm. Unrealistic goals and rude clients or colleagues also contribute to this problem. As a result, some workers are taking out frustrations on coworkers.

One in every 10 employees say they work in an atmosphere where physical violence has occurred because of stress, and 42 percent say yelling and verbal abuse have taken place. While only two percent of employees say workplace stress has caused them personally to strike a coworker, 29 percent admit to yelling at coworkers because of stress.

Pressure at work causes frustration

According to the study, 23 percent of workers have been driven to tears because of workplace anxiety, and 14 percent work where machinery or equipment has been

damaged by an enraged employee. "Productivity in America is soaring, but it has been at the price of desk rage," says Sean Hutchinson, director, Integra Realty Resources. "As employee shortages cause individual workloads to rise, employers need to take steps to alleviate workplace stress."

One in 10 workers says workplace stress is a major problem making them prime candidates for outbursts of desk rage. Sixty-five percent say workplace stress is a problem for them at least occasionally. One in eight workers has called in sick because of workplace stress, and one in five has quit a previous job because of stress.

Overcrowding, unrealistic deadlines and cubicles

One in eight employees say overcrowded physical conditions have contributed to workplace tension. Twelve percent say they work in a cubicle similar to the cartoon character Dilbert—with that figure rising to 16 percent for white collar workers. Among other real estate-related issues, 12 percent have concerns about the safety of their workplace and 26 percent feel it is time for their employer to redecorate.

Thirty percent of workers say unreasonable deadlines have added pressure, and 33 percent blame excessive personal workloads for their stress levels. Fifty-two percent of those surveyed have worked more than 12 hours in a day to complete a project, and 50 percent of American workers commonly skip lunch to finish their workload.



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The rudeness of coworkers or clients is cited by 34 percent of employees as a major source of stress. Seven percent say too much caffeine has contributed to their anxiety, while another seven percent say excessive e-mail is a factor.

According to the survey, workplace stress has caused 34 percent of employees to lose sleep; has driven 11 percent to consume

excessive alcohol; has caused 16 percent to smoke in excess; and has driven 26 percent to eat chocolate.

At the end of the day, some workers say they are a physical wreck, with 62 percent suffering from workplacerelated back or neck pain, 44 percent reporting eye strain; and 38 percent complaining of hurting hands. One in 12 Americans say the chair they sit in at work is uncomfortable.

Mood control

Although it is unlikely that you have a say in employee workload, you can help employ-

ees gain control of workplace dispositions. Teach them to balance responsibilities and improve wellness with the following tension relief tips.

Take breaks: Sitting in the same position for hours builds up lactic acid in the muscles, causing tenseness and aches. Low blood sugar, from skipping lunch, increases the chance of a desk rage outburst. Encourage employees to eat lunch and leave their desks during breaks.

Add humor: Laughter is the best medicine for stress. Lighten the workplace mood by adding a joke of the day to your intranet site or at the bottom of e-mail messages. For ideas, check out humor sites such as www.comedy.com, www.hecklers.com, www.hahabonk.com., www.humordatabase.com, and www.humorsearch.com.

five percent of women still overdo it. At employee meetings, when employees must be at their best, serve water and energy bars to improve the mood.

Buy plants: Office air can be as polluted as that on a highway. Plants, like the peace lily or Chinese evergreen, remove toxic chemicals from the air.

Provide good lighting: Fluorescent lights that constantly flicker

> distract workers and drain energy. Switch to full-spectrum lighting or try to sit by a window.

> Make office areas stress-free zones: Computer monitor heights should be set so employees' eyes meet the middle of the screen without having to bend the neck. Check the height of desk chairs for maximum comfort.

DESK RAGE STATISTICS

Similar to road rage, desk rage is the result of overworked, stressed employees working for corporations usually lacking employee services. Here is what they are experiencing at the office:

Witnessed yelling or other verbal ab	ouse 42 %
Yelled at coworkers themselves	29 %
Cried over work-related issues	23 %
Saw someone purposely damage of	fice
machines or furniture	14 %
Witnessed physical violence	
in the workplace	10%
Struck a coworker	2%

(Source: Integra Realty Resources, New York, NY)

Plan tasks daily: Time management experts say up to 20 percent more work can be completed each day by planning ahead. Create a daily to-do list and you will be more likely to get work done and go home on time.

Drink less coffee: Research has found that caffeine releases the same hormones in the body as stress. Yet, 10 percent of men and

Conclusion

Poor attitude among employees may be the result of workplace surroundings. Make the office a better and safer place by demonstrating care for their well-

being by encouraging healthy behavior. The results could help avoid frustration and outbursts at work. esm

Jeff Barge is president of Lucky Star Communications, New York, NY. For more information on desk rage, contact him at (212) 576-8883 or bargej@aol.com.

employee services management



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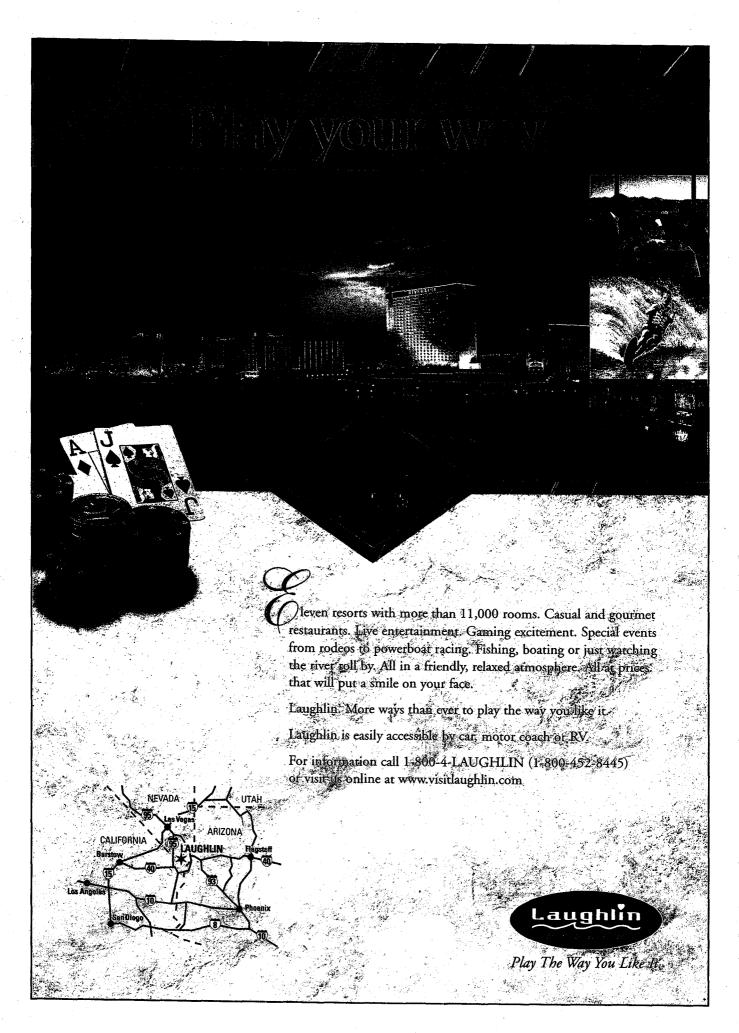
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Destinations in California is one of a series of vacation destination supplements designed to make it easier for ESM Association members, employees, and retirees to identify travel-related opportunities and discounts. We are featuring the Golden State because California has been identified in ESM Association surveys for many years as one of the most popular destination spots..

This guide identifies several destination regions to make it easier for the reader to plan accommodations, recreational activities, attractions and historical and cultural experiences. We have included an alphabetical listing of local Convention & Visitors Bureaus on page 18 where you can acquire visitor information, transportation options, promotion materials, group discounts, and tour planning assistance. Additionally, specific properties and attractions are highlighted.

Thank you for choosing Destinations in California as your traveling companion. You can take advantage of the enclosed reply card to acquire additional copies for distribution to your corporate employees. If we can be of further assistance, please don't hesitate to give us a call at (630) 368-1280.

Welcome to Destinations in California

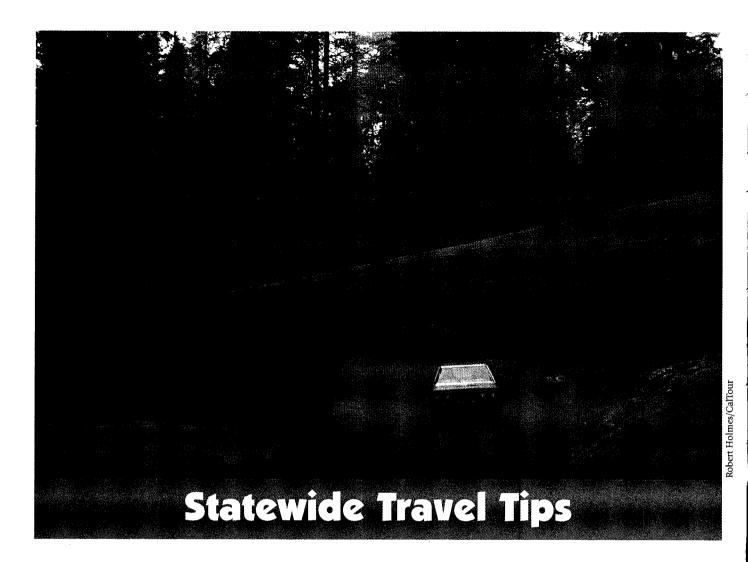
With best regards,

Patrick Stinson Publisher

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California Fun Spots Offer Vacation Bargains

Nine of California's best Fun Spots are offering an entire vacation's worth of benefits with the California Fun Spots Card attached to the 2000 California Official State Visitors Guide.

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attractions: Universal Studios Hollywood, The San Diego Zoo, Six Flags Marine World, Legoland, SeaWorld, Knott's Berry Farm, The San Diego Wild Animal Park, Monterey Bay Aquarium and Six Flags Magic Mountain.

To take advantage of these special offers, simply remove the California Fun Spots Card from the 2000 *California Official State Visitors Guide*, sign it, and present it along with a photo identification at any or all of the nine Fun Spots listed on the card. Valid through March 31, 2001. For a free *Visitors Guide*, and Fun Spots Card contact: California Division of Tourism, P.O. Box 1499, Sacramento, CA 95812; telephone 800-GO-CALIF; internet http://gocalif.ca.gov.

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California's legendary beauty inspires memorable golfing experiences. Whether you're a resident or visitor, you'll find hundreds of superb courses for all levels of play. Breathtaking experiences are just a click away! Pick your setting – seaside, desert, lakeside, links-style, mountains or central valley. For more information visit the California Golf Course Owners Association's web site: www.golfcalifornia org

Fun Facts for the Younger Set

"California Fun Facts Map" educates and entertains elementary school students with state history trivia. Can you name the California state insect or the smallest mountain range in the world? Do you know which California city is home to the National Yo-Yo Museum? If not, "Fun Facts" is just what you need. Features on "Fascinating Flora & Fauna Facts' and "Only in California", amuses and informs kids, teachers, and parents. The publication is available by calling 800-GO-CALIF. Internet: www.gocalif.com

Hit the Road With California Driving Tours

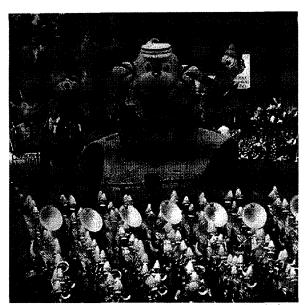
California Tourism and California Tourism Publications have created an updated *California Driving Tours*, a full-color, 48-page publication featuring 24 driving tours of California. The guide helps visitors explore the impressive scenery, abundant park system, historic towns, and cultural heritage of the state. Special features include a traveler's almanac, maps, color photos and a kids' page. Copies of the guide are available by contacting: *California Driving Tours*, c/o California Tourism, P.O. Box 1499, Sacramento, CA, 95812-1499, or by calling 800-GO-CALIF.



Robert Holmes/CalTour

Reduced Fees at California State Parks

For the first time in California history, admission fees at State parks, museums and historic sites have been reduced. The plan makes California's park system among the most affordable and accessible in the nation. Reduced day fees make many State parks a more convenient and affordable location for short and long term visits. The reduction began in 109 California State parks, museums and historical sites on July 1, 2000, while Hearst Castle tour fees were reduced on August 1. Additional fee reductions will be implemented among 46 remaining parks on January 1, 2001. For information, call 916-653-6995. Reservations: 800-444-7275.



Robert Holmes/CalTou

Spouting Off

More than 18,000 gray whales make a 12,000-mile round-trip swim from Alaska to breeding and birthing waters in Baja, California. By mid-February the whales will begin the journey back to Arctic waters with their newborn calves, and optimum viewing continues through March.

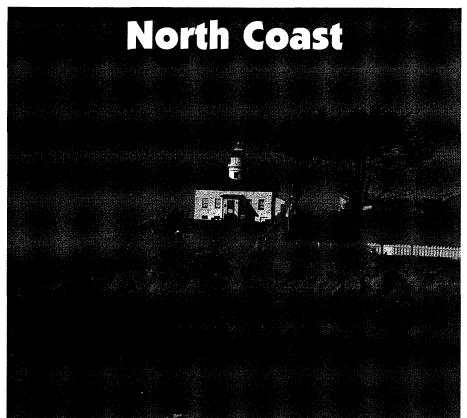
One of the best places to see the whales is Point Reyes National Seashore in Marin County. Because of increased traffic, the road to the Lighthouse Visitor Center will closed through March except for shuttles.

Other good places to look for whales are Ricoche Ridge Ranch on the Mendocino Coast at Fort Bragg, where horseback riding is allowed along the beach, and Cabrillo National Monument on Point Loma in San Diego, which has a glassed-in whale-watching observatory.

Top Ten National Parks in California

(Based on 1999 visitations)

- 1. Golden Gate National Recreation Area
- 2. San Francisco Maritime Museum
- 3. Yosemite National Park
- 4. Point Reves National Seashore
- 5. Joshua Tree National Park
- 6. Death Valley National Park
- 7. Cabrillo National Monument
- 8. Sequoia National Park
- Whiskeytown-Shasta Trinity National Recreation Area
- 10. Channel Islands National Park
 For more information, visit www.nps.gov



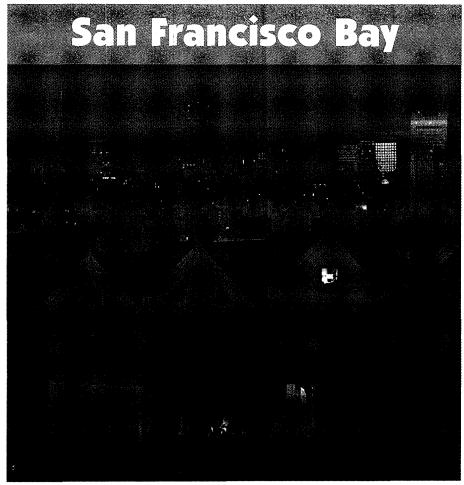
Robert Holmes/CalTour

Llama Treks Adventure

The beauty of Mendocino's coastline can be seen by foot, by bicycle, by automobile, or canoe...but why not see it riding atop one of the local residents? Llama Treks invites you to participate in their new adventure: guided tours of the coast while perched on a local llama. Four-hour and full-day excursions are available to visit waterfalls, redwood forests and beaches. Experienced guides tailor trips to riders' individual interests and no riding experience is necessary. For information, call 707-964-7120. Internet: www.lodgingandllamas.com

Hands-On Exhibits at Chabot Space and Science Center

The new Chabot Observatory and Science Center opened in August. This 70,000 square-foot facility features the largest public telescope in the United States, the most advanced planetarium in the world, and a large-screen (OMNIMAX-style) theater. The center also features a six-acre, outdoor environmental education facility and nature trail, a Virtual Science CenterSM multimedia and online education facility, sophisticated laboratories and classrooms, and exciting hands-on exhibits for the public. For information, call 510-530-3480. Internet: www.chabotspace.org



Robert Holmes/CalTour

See Yourself in A New Way at the Exploratorium

Nothing is so familiar, and at the same time so mysterious, as our own bodies. In Revealing Bodies, Exploratorium looks at how we see and survey ourselves, inside and out, from the time before mirrors to the digitized present. Examine centuries-old wax figures, forensic illustrations, magnetic resonance images, and arcane objects from old medical collections. Use cutting-edge imaging technologies to see yourself (literally) in a new way. Art and science merge in this graphic exploration of techniques used to inspect, diagnose, and depict bodies. Combining cultural relics, technologies, and artwork, this provocative exhibition reflects on the implications of the human effort to picture ourselves. For information, call 415-561-0360. Internet: http://www.exploratorium.edu

Free San Francisco Visitors Guide Available

The San Francisco Visitors Planning Guide 2000/2001 is a designed as a planning tool for Bay Area vacationers. Visitors can look up accommodations in San Francisco and surrounding areas, as well as locate information about sightseeing, attractions, restaurants, and transportation. A handy fold-out map of the city and the Greater Bay Area is also included. To receive the free guide by mail. call 415-391-2000. It can also be ordered online arwwwisfvisitor org.





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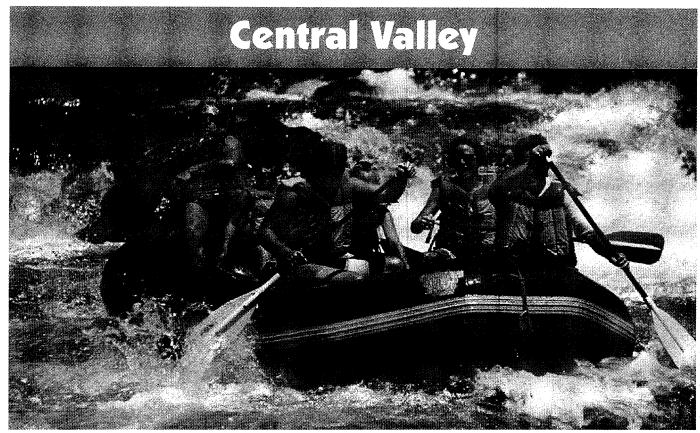
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Cave Train Opens at Santa Cruz Beach Bardwalk

The Santa Cruz Beach Boardwalk opened its redesigned Cave Train 2000 in May. The prehistoric adventure ride opened at its original location near the San Lorenzo River, and was joined by five other new rides in a remodeled area called Riverwalk. The Cave Train's grand opening greeted visitors with a newlydesigned exterior and visitor entrance, a state-of-the-art black light system, fiber optics, 91 cave characters (including 24 spruced up originals), complex sound effects, and a series of vignettes taking riders through prehistoric times. The other five new rides which opened in the Riverwalk area are: Jumpin' Star, Pepsi Convoy driving ride; the Tornado thrill ride; Sea Serpent - the family roller coaster; and Space Race bumper cars. For information, call 831-426-7433. Internet: www.beachboardwalk.com

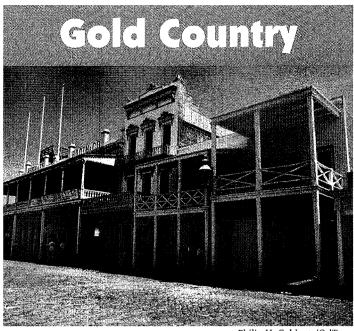
Aliens Have Landed at Paramount's Great America

The "Glagoliths" discover a whole universe of fun (and trouble) as they ride Arctic Adventure, the Magic Carpet Ride, Kid Coaster and Aquadventure in Wave Pictures' Alien Adventure IMAX film. Including 103,680 frames of high-resolution images, Alien Adventure is the first full-length, digitally-animated large screen film. The light-hearted science fiction adventure took more than 180,000 hours of animators' time, and more than 10 months to create. For information, call 408-988-1776. Internet: www.pgathrills.com



Close-Up Surprizes at Indian Point Ostrich Ranch

Imagine holding a three-pound egg that can feed an entire family, while gazing at six monthold chicks that are six feet tall and still growing! See Indian Point Ostrich Ranch, where visitors can get close-up views of the largest birds on earth. The ranch, including The Ostrich Nest Visitor Center and Citi Shop, are now open in the scenic Cumptings Valley of Tehachapi. For a information, call 661-822-913!



Philip H. Coblentz/CalTour

History Comes To Life at the California State Railroad Museum

A new exhibit at the California State Railroad Museum highlights the thousands of people who once worked at the Southern Pacific Railroad's Sacramento Shops-for many years the city's largest private-sector employer. Starting in the 1860s, Southern Pacific Railroad's Sacramento Shops grew to become the West's largest industrial complex for a time, with more than 4,000 employees. Among the many jobs performed were complete overhaul, remanufacture, engineering and construction of steam locomotives, passenger and freight cars, and track components. Even the re-plating of diningcar silverware was undertaken at this location. In the Company's Employ: Working at Southern Pacific's Sacramento Shops focuses on those who kept Southern Pacific running rain of shine, in times of war, and times of peace Photographs, maps, excerpts from newspapers and magazines, three-dimensional artifacts and recollections of actual Shop workers bring history to life in this exhibit. For information, call 916-322-8485. Internet: www.csrmf.org

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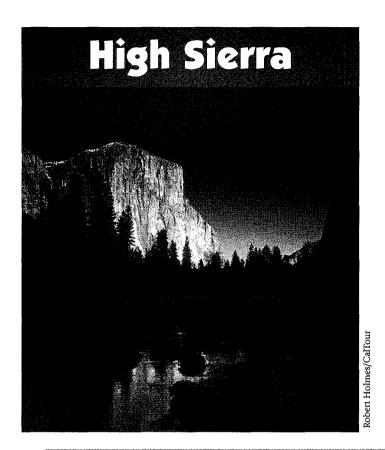
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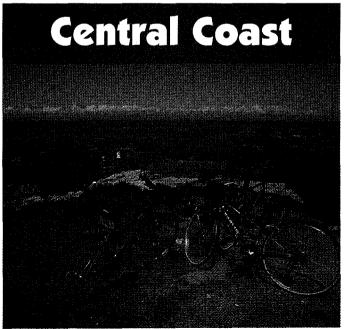
Ysemite Public Transportation Connects with Free Shuttle Service

The beauty of Yosemite Valley is what draws thousands of visitors to its park each year-usually traveling in cars, which can pollute the surrounding air and land. Last spring, Yosemite officials created an alternative to such excess pollution by offering YARTS-the Yosemite Area Regional Transportation System-as an option to carry visitors in and around the park, YARTS offers round-trip transit service between the outlying communities in Mariposa, Merced and Mono counties and Yosemite. The service provides visitors, especially those staying in hotels and motels in gateway communities, an affordable and comfortable alternative to driving to Yosemite Valley and Wawona. Busses connect with the Park's existing free shuttle system, and round-trip fares vary depending upon the point of origin. For information, call 877-989-2787.

Pay Less for Snow Sports this Season

Bear Valley Mountain Resort's weekday deep discounts and Sunday lift ticket special can provide greater returns on fun. The resort's mid-state location puts it directly in the path of both northern and southern storm tracks, equalling really big snow depths.

Combining on-hill amenities such as the Snowboard com Half-Pipe and Terrain park with affordable rates and services should translate to a new abundance of youthful energy on Bear Valley's slopes this winter. For detailed information about Bear Valley Mountain Resort season passes, call 209-753-2301. Internet: www.bearvalley.com



Robert Holmes/CalTour

New Gallery at the National Steinbeck Center

"Valley of the World" – the name John Steinbeck gave to the Salinas Valley when describing it in East of Eden – will be the name of a new gallery being added to the National Steinbeck Center. The 6,500 square-foot addition will focus on the human element and the technology of farming over time as well as include more personal items and artifacts. The exhibit will include photographs and film footage of farm workers of all ethnicities, personal memorabilia including unique tools and clothes used throughout the decades and personal histories of Salinas Valley families that have worked in the industry. For information, call 831-796-3833. Internet: www.steinbeck.org

Hands-On Learning at Mainterey Bay Aquarium

Pop up next to penguins, crawl past giant clams and see eye-to-eye with tropical sharks in Splash Zone, a fun-filled family learning gallery. The colorful hands-on gallery-- like a children's museum inside and aquarium blends live-animal experiences with handson learning in new and exciting ways. Designed for families with children up to 9 years old, Splash Zone features nearly 60 species, from South African black-footed penguins to leafy sea dragons, colorful corals, moray eels and tropical sharks. Over 30 hands-on exhibits, staff-led educational programs and specially designed play areas will engage the imaginations of young visitors, inspiring them to appreciate ocean life in new and lasting ways. Also on view is Mysteries of the Deep, the largest living exhibit of deep sea animals ever created. The exhibit features 40 to 60 species, including mushroom coral, catsharks, ratfish and many others never before seen at any aquarium. For information, call 831-648-4888. Internet: www.mbayaq.org

Free Ventura Pail I Values

A colorful sand pail handed out by the Ventura Convention and Visitors Bureau is designed to make vacations more entertaining and affordable. Loaded with more than 20 coupons valid for desserts, bicycle rentals, adventure boat trips to Channel Islands National Park, specialty coffee refreshments, museum admissions, California Wines, hotel price reductions, and good prices; at Ventura's unique shops, this collection of values makes travel a bargain. When the coupon supply has been exhausted, the Ventura bucket is still available to collect seashells or help build a sand castles on the beach! For information, call toll-free 800-333-2989 or 805-648-2075.



Robert Holmes/CalTour

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Ask your ESM Association peers for professional advice via e-mail. Let ESM Association present your questions to our members and send you their responses via e-mail.

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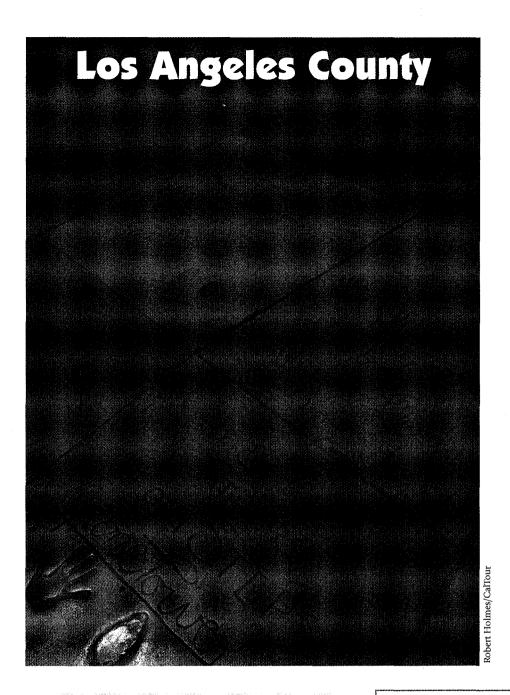
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Sea Jellies Appear at Lang Beach Aquarium of the Pacific

Slimy, brainless drifters have taken up residence in Long Beach this summer...Long Beach Aquarium, that is. Jellies: Phantoms of the Deep will allow visitors to enter the underwater world of mysterious Sea Jellies. Unique because they do not have a heart, brain, or eyes, Sea Jellies belong to the scientific phylum Cnidaria, which means "stinging cells. Ranging in size from as small as a pencil eraser to longer than a basketball court. Sea Jellies also appear in surprising colors-such as purple or orange-and patterns in addition to transparent. For information, call 562-590-3100. Internet: www.aquatiumofpacific.org

Eclectic Collection at Museum of Jurassic Technology

Although the Culver City museum claims to offer a "hands-on experience of life in the Jurassic", just what that means is never fully explained. It's a museum with exhibits, but on another level, the curator is raising the issue of what museums are and what's valid. The eclectic collection ranges from artwork painted on pinheads to mobile home dioramas. For information, call 310-836-6131. Internet: www.mjt.org

Red Ape Rain Forest at Las Angeles Zoo

Visitors to the Los Angeles Zoo have been going ape since The Red Ape Rain Forest opened in July. Phase two of a \$16.5 million Great Ape Forest, which is composed of new exhibits for the Zoo's chimpanzees, orangutans and gorillas, is designed so that the orangutans can live in a more naturalistic environment complete with bamboo and rubber trees. Visitors are able to walk through a pagoda and onto viewing decks to watch this orangutan family enjoy the re-circulating stream and inviting artificial trees in the new enclosure. For information, call 323-644-6400. Internet: www.lazoo.org

Camic Cannections at Norton Simon Museum

Sixty masterpieces from the Norton Simon Museum's world-class collection of European and Asian art have been selected to demonstrate how artists defined spiritual connections with the cosmos within various cultural traditions and artistic media. Creation, Constellations, and the Cosmos will explore a variety of themes including connections between heaven and earth and cosmic beings. The exhibit is on view February 4 through June 4, 2001. For information, call 626-449-6840.

Rugrats Magic Adventure Dazzles at Universal Studios Hollywood

World-class illusions, animated TV star-power and pure stage wizardry combine to create Rugrats Magic Adventure! Rugrats Magic Adventure! reels guests into the make-believe world of the famed diapered tots Angelica, Tommy, Chuckie, Phil and Lil. With elaborate musical production and mesmerizing effects, the world's favorite babies take the audience through a 20-minute stage performance rippling with enough energy and stagecraft to captivate young Rugrats fans and dazzle adults. For information, call 818-622-3801. Internet: www.universalstudios.com

LAPD Historic Museum Opens

Thousands of pieces of police memorabilia are on display at the LAPD Historic Museum. In addition to recreating the history of the Los Angeles Police Department (LAPD), the facility will house a substation and education center designed to reach out to the community. To be located in the now-vacant Highland Park station, the project will be designed by Houston Tyler, creator of the Autry Museum of Western Heritage, as well as volunteers from Disney's imagineering department. For information, call 323-344-9445. Internet: www.laphs.com

Ghests and Legends Fund in the Queen Mary

Ghosts and Legends, the newest attraction at the Queen Mary, lures guests through the depths of the haunted ocean liner for an interactive journey of sights, sounds, and surprises. Long said to have its own resident ghosts, visitors to the Queen Mary have reported many sightings over the years, including wet footprints near a dry indoor pool, and visits by long-departed crew members. Taking advantage of its history, Ghosts and Legends thrives off of its perfectly haunted venue. The Ghosts and Legends experience provides plenty of adventure as guests maneuver through a dark boiler room while dodging simulated flooding and (possibly) simulated apparitions. For information, call 562-435-3511. Internet: www.queenmarv.com

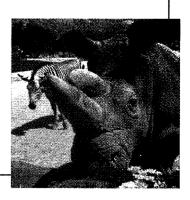


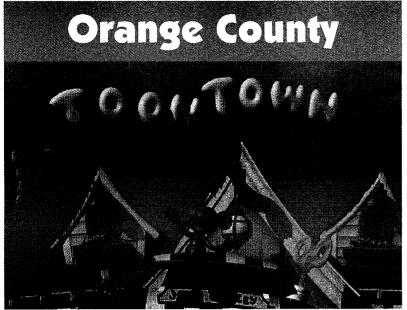


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SAN DIEGO





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Perilous Plunge Opens at Knott's Berry Farm

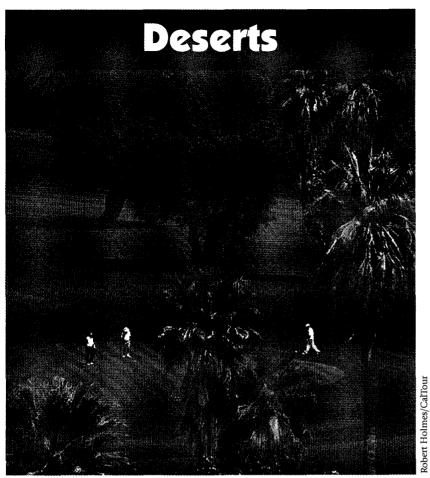
The tallest and steepest water ride in the world made its splash premiere this summer at Knott's Berry Farm. Perilous Plunge, the Niagara-sized thrill ride, sends guests in 24-passenger boats up a 121foot-tall lift before plummeting them down a worldrecord 115-foot water chute at a revolutionary 75degree angle-just 15 degrees from a sheer vertical, waterfall-like drop-off! Perilous Plunge's descending boats will generate an amazing 45-foot, 180-degree splash-the biggest splash in theme park history. For information, call 714-220-5200. Internet: www.knotts.com

Experience Disney's California Adventure® Theme Park

The allure of California's climate, beauty and lifestyle is the genesis for a \$1.4 billion expansion of The Disneyland Resort scheduled to open in February 2001. At the heart of the resort is an extraordinary new theme park, Disney's California Adventure®. Built next to the original Disneyland, the expansion includes an entertainment center with shopping, theaters and dining (Downtown Disney), as well as a deluxe 750-room hotel, the Grand Californian. With a goal of celebrating the special magic of the California dream, Disney's California Adventure® features three themed lands that focus on the beach, Hollywood movie making and the state's abundant natural wonders. From the splendor of Yosemite Valley to the glitz and glamour of Hollywood, natural wonders of the Golden State combine with Disney's "imagineers" to provide an unforgettable place to visit. Downtown Disney the 300,000-plus square-foot retail, dining and entertainment district built adjacent to Disneyland - evoke the feeling of stepping into a lush garden paradise. For information: http://disney.go.com/Disneyland



Obert Holmes/CalTour



The Mother Road Museum Opens in Barstow

The Mother Road Museum, which opened in July, is dedicated to memorabilia of historic Route 66-also known as the "Mother Road. Housed in a portion of Barstow's train station, the exhibition holds license plates and photographs, as well as a 1926 Dodge Touring Sedan. driven on the highway. For information, call 760-255-1890.

Free Palm Springs Desert Resorts Family Travel Guide Available

A colorful new travel guide is now available that provides plenty of information about family-friendly activities in the desert. Found in this guide are descriptions of area hotel's individual child programs and activities, proximity to restaurants, babysitting services, swimming and fitness, on-site golf and tennis, pet arrangements and rates. The Palm Springs Desert Resorts Family Travel Guide also includes a useful map highlighting hotels and fun attractions for the family in the desert region. For your free guide, call 800-41-RELAX.

New Viewing Experience at Palm Springs Aerial Tramway

New 80-passenger Rotair tramcars from Switzerland - the only ones of their type in the Western Hemisphere, recently replaced the Tramway's original cars that were installed in 1963. Riders will be greeted with roomier cars that will rotate slowly as they ascend and descend San Jacinto Mountain, providing a full 360-degree viewing experience. For information, call 760-325-1391. Internet: www.pstramwav.com

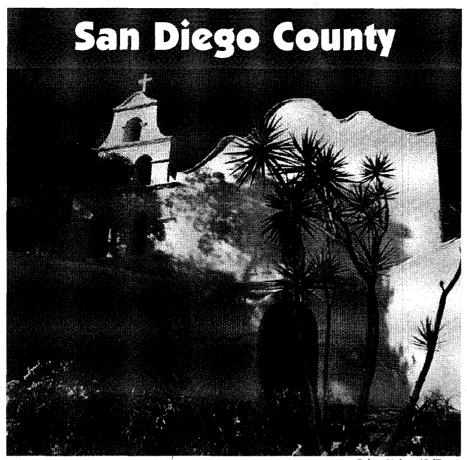
> It's CAMP FIRES, headdresses. railroad whistles RIDING into the sunset



Experience the art, treasures, legends and legacy of the West. It's all here to discover. The past, present and even the future of our Western heritage. It beckons you. Just head this way.

AUTRY MUSEUM of WESTERN HERITAGE

4700 Western Heritage Way, Los Angeles, CA, in Griffith Park Tuesday - Sunday, 10 a.m. to 5 p.m. (323) 667-2000 Free parking.



Robert Holmes/CalTour

San Diego Wild Animal Park at Condor Ridge Opens

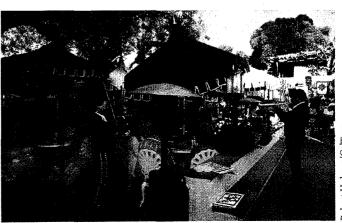
For the first time, guests can see majestic California condors at the San Diego Wild Animal Park at Condor Ridge, a new North American wilderness adventure. Condor Ridge celebrates the diversity of North American habitats and their rare and endangered animal inhabitants including a dozen species of birds, mammals and reptiles. Desert big horn sheep will sprint nimbly up granite boulders, fast-flying aplomado falcons swoop down on prey hiding in the prairie grasses; and brilliant green, thick-billed parrots are seen and heard in towering pine forests. For information, call 619-234-6541.

Twill New Kid Pillwer Towers Debuted at LEGOLAND

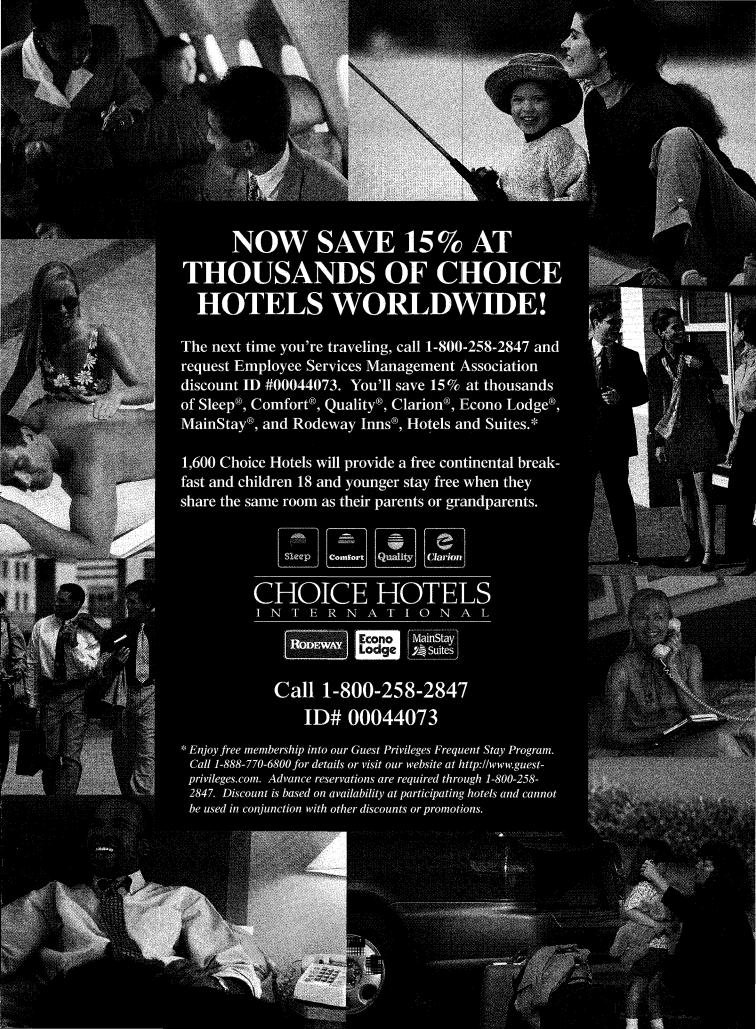
Guests riding the Kid Power Tower pull a chairlift 30 feet up the side of the tower, then gently free-fall back to the bottom. These two additions will triple the capacity of one of the Park's favorite rides, and mean more time to play for guests. The Park's newest ride -Spellbreaker - opened in October as a kick-off to Halloween fun. The spell is about to be cast as witches, skeletons and a medieval setting surround the new ride. The spooky, suspended roller coaster will travel throughout the enchanted forest in Castle Hill at speeds of 17 miles per hour. For information, call 760-918-5346. Internet: www.legoland.com

Pirates Invade SeaWorld Adventure Park

Family fun and "in-your-face" entertainment await visitors to Pirates 4-D – an exciting, surprise-filled humorous tale of a hapless pirate crew and its wacky captain. More than a 3-D movie, Pirates introduces a fourth dimension that uses the latest technology and special effects to tantalize the senses with sprays of water, blasts of air and other wild surprises. Also new is "Fools with Tools," a hilarious show featuring California sea lions Clyde and Seamore and their human buddy, Ace. For information, call 619-226-3901. Internet: www.seaworld.com



Robert Holmes/CalTour



Alphabetical Directory of Destinations

Anaheim/Orange County Visitors & Convention Bureau

800 W. Katella Ave. Anaheim, CA 92802 714-765-8888

Fresno Convention & Visitors Bureau

808 M Street Fresno, CA 93721 559-233-0836 800-788-0836

Greater Bakersfield Convention & Visitors Bureau

1033 Truxtun Ave. Bakersfield, CA 93302 805-325-5051 800-325-6001

Inland Empire Tourism Council

301 East Vanderbilt Way Suite 100 San Bernardino, CA 92408 Phone: 909-890-1090

Long Beach Area Convention & Visitors Bureau

One World Trade Center Suite 300 Long Beach, CA 90831 562-436-3645 800-4LB-STAY

Los Angeles Convention & Visitors Bureau

633 W. Fifth St., Suite 6000 Los Angeles, CA 90071 213-624-7300

Newport Beach Conference & Visitors Bureau

3300 West Coast Hwy Newport Beach, CA 92663 949-722-1611 800-94-COAST

Ontario Convention Center Corp.

2000 Convention Center Way Ontario, CA 91764 909-937-3000 800-455-5755

Palm Springs Desert Resorts Convention & Visitors Bureau

69930 Highway 111, Suite 201 Rancho Mirage, CA 92270 800-41-RELAX

Pasadena Convention & Visitors Bureau

171 South Los Robles Pasadena, CA 91101 626-795-9311

Riverside Convention & Visitors Bureau

3443 Orange St. Riverside, CA 92501 909-684-4636 888-748-7733

Sacramento Convention & Visitors Bureau

1303 J St., Suite 600 Sacramento, CA 95814 916-264-7777

San Diego County Convention & Visitors Bureau

401 B St., Suite 1400 San Diego, CA 92131 619-232-3101 800-4-SAN-DIEGO

San Diego North County Convention & Visitor Bureau

6120 Paseo Del Norte, Suite M-1 Carlsbad, CA 92009 860-848-3336

San Francisco Convention & Visitors Bureau

201 Third St., Suite 900 San Francisco, CA 94103 415-391-2000

San Jose Convention & Visitors Bureau

333 W. San Carlos St. Suite 1000 San Jose, CA 95110 800-SAN-JOSE

San Mateo County Convention & Visitors Bureau

111 Anza Blvd., Suite 410 Burlingame, CA 94010 650-348-7600 800-288-4748

Santa Barbara Convention & Visitors Bureau

12 E. Carrillo St. Santa Barbara, CA 93101 805-966-9222 800-927-4688

Santa Clara Chamber of Commerce & Convention/Visitors Bureau

1850 Warburton Ave. PO Box 387 Santa Clara, CA 95052 408-244-9660 800-272-6822

Santa Clarita Valley Tourism

23920 Valencia Boulevard, Suite 100 Valencia, CA 91355 661-259-4787

Santa Monica Convention & Visitors Bureau, Inc.

520 Broadway, Suite 250 Santa Monica, CA 90401 310-319-6263

Tri-Valley Convention & Visitors Bureau

260 Main St. Pleasanton, CA 94566 925-846-8910 888-874-9253

Vallejo Convention & Visitors Bureau

Vallejo Ferry Terminal 495 Mare Island Way Vallejo, CA 94590 707-642-3653 800-4-VALLEJO

Visalia Convention & Visitors Bureau

301 E. Acequia St. Visalia, CA 93291 559-738-3435 800-524-0303

West Hollywood Convention & Visitors Bureau

8687 Melrose Ave. Suite M26 West Hollywood, CA 90069 310-289-2525 800-368-6020

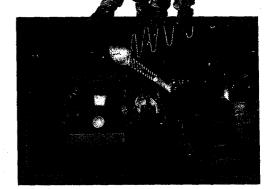
If you're in Northern California, you've got to visit Silicon Valley.

This is where the world was reinvented. Virtually everything



Kids of all ages have the run of the Children's Discovery Museum while learning about all kinds of cool stuff.

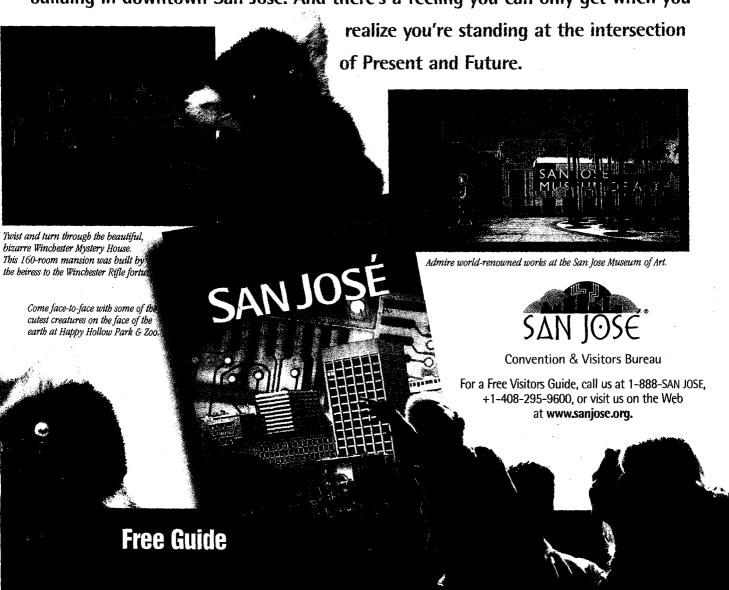
high-tech, from the computer chip and the Mac, to the server, the search engine and the online auction sprang from here. Names like Intel, Apple, Cisco, Sun and Yahoo! dot the



Catch the inventive vibe of The Tech Museum of Innovation, the 21st Century's premier minds-on, high-tech experience.

landscape. Half of the entire Internet runs through one

building in downtown San Jose. And there's a feeling you can only get when you realize you're standing at the intersection of Present and Future.



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